



Associate Vice President
Auxiliary Services

March 15, 2002

Regarding: Andrea Hoffer

To whom it may concern:

I have known Andrea Hoffer for over six years. During that time she worked for me first as a student development professional and more recently as director of the Robert Ferst Center for the Arts at Georgia Tech. The Ferst Center consists of two art gallery/meeting rooms and a 1,155 seat performance hall.

Andrea was hired into the position of director of the Ferst Center at a particularly difficult time. The previous director resigned and left a mess behind; high financial deficits from the previous year, a poorly managed and disgruntled staff, poor relationships with agents resulting from the previous directions over programming, poor student relationships, and a history of poor ticket sales. The previous year had sold 38% of house for a season of over 40 shows.

Andrea turned everything around. She hired competent staff, improved morale 200%, eliminated rampant staff bickering, formed a student advisory board, and developed long and short-term action plans. Most importantly, during the first season ticket sales increased to 69% of house. During the second season, which she programmed, ticket sales are at 79% with four performances remaining. To add to her success, during her first year, financial results improved by \$800,000.

She accomplished all this the old fashioned way: hard work. Her skills include contract negotiation, managing people, student relations, time management, financial management and organization. Personal characteristics in which she excels include honesty, dedication, hard work, humility, judgment, fairness, and personal integrity. To all this, I must add that she is a fast learner. She had never before managed a theater or a professional staff.

Whatever Andrea may decide to do, she will do well. I had confidence in her ability when I put her in the director position. She did not disappoint me. I would recommend her to anyone.

Sincerely,

A handwritten signature in cursive script, appearing to read "Rosalind R. Meyers".

Rosalind R. Meyers