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Dr. Dan Melzer,
Chair,
Subcommittee for Writing and Reading

Dear Dr. Melzer:

Subject: Letter of introduction from a faculty sponsor for a term paper written by Tricia Thomas in HROB 158 in Spring 2012 for consideration to publish in *Writing the University*.

Thank you for chairing the subcommittee for writing and reading, and for providing our undergraduate students the opportunity to publish their course papers in Sacramento State's online journal for undergraduate writing across disciplines: *Writing the University*.

I am an Assistant Professor in the College of Business Administration. In spring 2012, I taught HROB158, Special Topics in Human Resource Management. The special topics that we covered in this course were Culture, Values, Ethics and Change. This class had 37 students. One of the course assignments was to analyze a problem in an organization from a culture, values or ethics perspective and plot a change path for the organization. Of the 37 students, I invited 2 students to consider submitting their toolkit to the journal. This invitation was based on an evaluation of a draft paper that students turned in to me in April and their final papers, which were submitted in May 2012.

Ms. Tricia Thomas expressed interest in submitting her paper for consideration for publication in *Writing the University* and I am happy to sponsor her paper for consideration for publication.

Ms. Thomas analyzed the Air Force Reserve Command (AFRC) using a competing values framework¹. The analysis and her preference to retain its current culture, values and ethics profile that she presents in this paper is based on research and her own experiences in the AFRC and may provide useful insights for similar organizations facing similar competing values, and that are operating in a challenging economic environment.

I have no hesitation to recommend Tricia Thomas's paper for publication and will be happy to answer any questions that you or other reviewers may have about the assignment and her paper.

Thank you for taking the time to do this.

Sincerely,

Boniface Michael

Boniface Michael

¹ Cameron, Kim, S., and Quinn, Robert, E., 2006. Chapter 3: The competing values framework. In *Diagnosing and changing organizational culture: based on the competing values framework*, CA, John Wiley & Sons.