



COMMONWEALTH of VIRGINIA

Department of Correctional Education (DCE)

Osa D. Coffey
Superintendent of Schools

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To Whom It May Concern:

During the week of April 17-21, 1989, Dr. Alan S. Kalmanoff provided senior management training for about forty senior level staff in the Virginia Department of Correctional Education. Emphasis was placed on strategic planning and management for major change in both programmatic and administrative aspects of our agency. Areas covered included: understanding how to plan and implement change, strategic planning, responsibility charting, stakeholder mapping, effective leadership, and policy management. Dr. Kalmanoff further distributed a 75 page document of readings for each participant.

The training was in all aspects excellent. Staff evaluations of the training indicated that all staff felt that the training was on target and meaningful in relations to assigned agency tasks. Many staff have asked that Dr. Kalmanoff be brought back for additional management training. The selected readings were on target and found to be of direct usefulness by our staff.

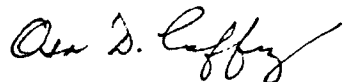
Dr. Kalmanoff is particularly commended for tailoring his materials to a specific agency's needs through lots of prior consultations. He also has extraordinary talent for quickly grasping each participant's name, role in the agency, tasks, and projects and building these into the training, thus making each participant feel fully included. Dr. Kalmanoff is also very adept at bringing individuals into active participation through discussions and questioning.

Dr. Kalmanoff is also very generous in debriefings and consultations surrounding the actual training events, providing daily in-depth debriefings and discussing any needed modifications to the next day's agenda. He has also been most generous in following through by sending us even further materials and additional readings for our staff.

An Equal Opportunity Employer

I very strongly recommend Dr. Kalmanoff as a trainer. He is truly one of the best that I have had the opportunity to observe in action.

Sincerely,

A handwritten signature in cursive script that reads "Osa D. Coffey". The signature is written in dark ink and is positioned above the typed name.

Osa D. Coffey, Ph.D.
Superintendent of Schools
Department of Correctional Education