

Educational Testing Service  
Rosedale Road • Princeton, NJ 08541

Telephone: 609-921-9000  
Facsimile: 609-734-5410  
Web Site: [www.ets.org](http://www.ets.org)

June 16, 1998

To whom It May Concern:

Educational Testing Service



Re: Cheryl Wild

Cheryl has been involved in Test Creation Reengineering from the start. She was an important member of the Test Creation Task Force where she led the Benchmarking studies. She led the Change Management/Human Resources Team and served on the Implementation Team from the Beginning. She was the leader of the Change Management sub-team while on the Implementation Team and hence one of the three critical Team Leaders on the Team. Change Management included: training; human resources; communications; metrics; and, change. This is the "soft stuff" that Michael Hammer, the guru of reengineering, points out is the most critical aspect of a reengineering effort. Cheryl did a simply outstanding job of leading these efforts.

Cheryl came to these roles with one of the broadest experience backgrounds at ETS. She has been a Measurement Specialist in Statistical Analysis, a program director in the GRE program, Executive Director of the SHEP Test Development cost center, and spent 2 years leading many aspects of ETS' Renewal effort. She was able to take on and succeed in these diverse areas because she is a very intelligent, hard working, and insightful person who has broad interests and is a student of management and organizations. She recognized the importance of Quality Improvement and Reengineering long before anyone else in the organization and not only prepared herself for leadership roles in each but saw to it that many staff who worked for her also received formal training. She has the ability to identify talent and to provide opportunities for its growth. She provided valuable leadership for the Team and for elements of ETS involved in the reengineering effort. In addition to her internal leadership, Cheryl has been very active both locally and nationally in the American Council on Education National Network of Women Leaders in Higher Education.

She is an excellent project manager and can also provide leadership and management to established groups as she demonstrated in some of her earlier work. She is sensitive to the needs of others and works well in both a mentoring and a personnel management role. Cheryl keeps herself fully informed about the wide range of topics of interest and importance to her through reading, talking with professionals, and participating in professional meetings. She is an exemplary team player who not only functions well on a team but can provide insights and leadership to keep the team fresh and vital.

Because of her abilities and her breadth of experience and interests, I would not hesitate to recommend Cheryl for any position she seeks. She will be a major asset in any job she undertakes.

Sincerely,

A handwritten signature in cursive script that reads "Richard L. Burns".

Richard L. Burns  
Project Leader,  
Test Creation Reengineering