

MASSACHUSETTS INSTITUTE OF TECHNOLOGY

DEPARTMENT OF ECONOMICS
50 MEMORIAL DRIVE
CAMBRIDGE, MASSACHUSETTS 02142-1347

February 1, 2005

To Whom It May Concern:

Re: Dr. Andrew Novotorov

This is a letter of recommendation for Dr. Andrew Novotorov, who is a first-rate professional in international relations in the academic area. Andrew has tremendous talent and experience in handling international relations programs both here in the U.S. and abroad, in Russia.

I met Andrew for the first time in 1993 in Nizhni Novgorod, Russia (which is the third largest city in Russia). At the time he was heading the International Relations Department at the State Agricultural Academy. This was the time when the Cold War was just barely over. Andrew was among the very first people in the Russian academia that established relations with academic institutions in the free western world. Andrew was very successful in this, providing the best Russian students and professors with education and training opportunities abroad.

I was among the students whom Andrew's International Department helped enroll into an exchange program run by the American Collegiate Consortium. This education opportunity changed my life, as it eventually led me towards an M.S. degree in Statistics from the University of Illinois at Urbana-Champaign and then a Ph. D. degree in Economics from Stanford University. Currently I am a Professor at the Massachusetts Institute of Technology. Andrew's timely and much-needed help with finding the right exchange program and providing English training was crucial for the initial, very important stage of my academic career. I am very grateful to Andrew for this. My case is just a single example of a great service that Andrew provided to students, professors, and professionals in Russia.

Andrew was very successful as a head of the International Department. Developing student exchange opportunities was just an initial step in his activities. In 1994, which was just a few years after he had started the Department, he organized and managed an ambitious program with a multi-million budget. This project brought American professors and bankers to Russia in order to provide training for CEOs of leading banks and firms from the Nizhni Novgorod area. The training program had an emphasis on small business finance, the development of which was and is crucial for Russia. The project also sent Russian professors to study banking and finance at Iowa State University, with the idea that these professors would sustain the training program in banking and finance that Andrew and his partners initiated. This was a clever and beautifully-executed program developed by Andrew in collaboration with his colleagues from Iowa State University.

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I believe that Andrew has exceptional entrepreneurial talents and is a first rate expert in international relations in the academic area. Andrew also has a great personality and will make a fabulous colleague. I highly recommend Andrew for a position at your institution and other very fine institutions.

Please contact me if you require any further information.

Sincerely,

A handwritten signature in black ink, appearing to be 'V. Chernozhukov', written in a cursive style.

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