



CENTRE D'ETUDES ET DE RECHERCHES SUR LE DEVELOPPEMENT INTEGRE

5, rue de Dantzig
75015 Paris

Letter of Reference

28, rue St Guillaume
75007 Paris
Tél : 42 22 35 93

I the undersigned,

- Director of Research and Representative of the Center of Research for Integrated Development (CERDI) in Venezuela;
- Professor at Simon Bolivar University, Department of Social and Economic Development, Caracas, Venezuela;

Certify that
Dr. Said El Mansour Cherkaoui

As Research Fellow, from fall 1982 to January 1987, has developed an extensive research at CERDI. This study emphasized the changing relation between the State, the local entrepreneurs and foreign investors in the New Industrialized Countries of Latin America and Southeast Asia. Dr. Cherkaoui has also examined the overall impact of these interactions .

In the scope of this research, the import-substitution strategy applied by the Latin American nations and the export-oriented policy favored by the Asian economies were addressed to evaluate the impact of the international relations on their economic development, trade policy and external debt.

Dr. Cherkaoui has also assisted the Executive Director of CERDI in the administration of the Center and in the supervision of other research programs.

Dr. Andres Bansart
Director of Research at CERDI,
Professor at Simon Bolivar University,
Caracas.





COLLEGE OF LIBERAL ARTS
THE UNIVERSITY OF TEXAS AT AUSTIN

Department of Economics • Austin, Texas 78712-1173 • (512) 471-3211

November 3, 1986

Said el Mansour Cherkaoui
106, Avenue Henri Barbusse
L'Hay les Roses 94240
France

Dear M. Cherkaoui:

How extraordinarily thoughtful it was of you to keep me in mind and to send me the copy of your study of the relations between private interest groups and the State in Brazil during the first half of the 20th century. I look forward with keen interest to an early opportunity to read it carefully.

You are absolutely correct, I believe, in looking to this earlier period as the necessary background for understanding the later internationalization of the Brazilian economy. Too often scholars have ignored the critical role of the State, before the Vargas era, but thanks to you and to other researchers like Steve Topik this is now being corrected.

I wish that I had realized that you were still in Paris as I spent a month in that city this past summer. Saw Mauro but was otherwise buried in some research at UNESCO. I expect to return in the summer of 1988.

With best regards,

A handwritten signature in cursive script, appearing to read "William Glade".

William Glade
Professor

WG/lch



OFFICE OF THE PRESIDENT

October 10, 1991

TO WHOM IT MAY CONCERN;

I am pleased to be able to write this letter attesting to the academic qualifications and character of M. Said El Mansour Cherkaoui.

I have known Said Cherkaoui for over three years, as a colleague as well as socially. He has taught upper division courses here at the University as a member of our adjunct faculty on the subjects of Latin American economic developments and the history, structure and challenges of the emergent European Economic Community. He has also published several excellent articles and given a number of public lectures on the historical background of current international economic and political issues. In addition, he has devoted a great deal of time to working with our students on their research papers.

Having had the opportunity to observe Cherkaoui in these various activities, I can report that he is an outstanding teacher and a first-rate scholar. He approaches the world with lively intellectual curiosity and studies and discusses his subject matter with imagination as well as scholarly thoroughness. I find him to be an academic in the best sense of the word. And I should add that he is also a very decent and reliable person whom it is a pleasure to have as a colleague.

Sincerely,

Otto Butz, President
Golden Gate University



SCHOOL OF MANAGEMENT

June 10, 1991

TO WHOM IT MAY CONCERN:

I am writing this letter of recommendation on behalf of Said El Mansour Cherkaoui, who has been an adjunct professor in my department since Fall semester of 1987. Mr. Cherkaoui has taught courses in international field, particularly in subjects relating to Europe and Latin America.

Mr. Cherkaoui is a pleasant and very knowledgeable individual whose contribution to our department has been highly appreciated by our students as well as his colleagues. Said's student evaluations have been consistently very good, and students have the highest regard for his expertise in his fields of specialization.

I would highly recommend Mr. Cherkaoui for a teaching position, and I believe he will prove to be asset to any institution of higher learning.

Hamid Shomali, PhD

Chair, Department of
International Management and
International Affairs



50 Acacia Avenue
San Rafael, California
94901-8008
(415) 457-4440

October 16, 1991

To Whom It May Concern:

This is a letter of recommendation for Said El Mansour Cherkaoui who taught a course in the Department of Political Science during Spring Semester, 1991. The title of the course was "Political Cultures of Latin America." It was an upper-division undergraduate course which involved integrating material from other courses with the material specific to this course.

Mr. Cherkaoui was a fine teacher in the best sense of that term. He challenged the students to deal with the problems of Latin America in creative and realistic ways. His students were especially appreciative of his own expertise in relating to them the various problems and prospects of Latin America. He was also praised by students for bringing in outside speakers who had a special expertise in a particular area of politics and/or economic development in this region and who were able to help the students understand the various issues in much more detail. The students also appreciated the opportunity to discuss readings and ideas in seminar fashion, rather than just listening to an academic lecture. Having their own input into the various topics and projects helped them to understand better the various concerns of the region.

I highly recommend Mr. Cherkaoui to you as a fine teacher and colleague. Dominican was very fortunate to have had the opportunity to have him as a faculty member to teach this course on Latin America.

Sincerely,

A handwritten signature in cursive script that reads "James J. Boitano".

James J. Boitano, Ph.D.
Chairman, Department of Political Science



8 October, 1992

TO WHOM IT MAY CONCERN:

I am pleased to be asked by Dr. Said El Mansour Cherkaoui to write this letter of recommendation.

I have known Dr. Cherkaoui for about three years and I can attest both to his strong personal character and friendly manners as well as to his considerable professional strength. I am quite familiar with his writings and incisive analysis in the areas of political, trade, economic and social trends and developments in the Middle East and Africa and I also know he is quite knowledgeable about Latin America.

During the years I have known Dr. Cherkaoui he has impressed me with his dedication to serious and scholarly research work—and to his teaching—and I am certain that he would make a strong professional contribution in whatever endeavor he pursues. Given Dr. Cherkaoui's personable character and strong social skills, colleagues and associates will also benefit from and enjoy interacting with him.

Yours sincerely,

Eilif Trondsen

Research Director

BUSINESS INTELLIGENCE PROGRAM

SRI International

333 Ravenswood Ave. • Menlo Park, CA 94025 • (415) 326-6200 • TWX: 910-373-2046 • Telex: 334486 • Facsimile: (415) 326-5512



SCHOOL OF MANAGEMENT

March 8, 1993

TO WHOM IT MAY CONCERN:

It gives me great pleasure to write this letter of recommendation for Professor Said El Mansour Cherkaoui. He began teaching at Golden Gate University in September 1988 and has since developed and taught courses in international management.

Professor Cherkaoui has taught courses about Latin America and the European Economic Community as well. He is currently teaching one course that compares the economy of Latin America to that of Asia. For the summer he is scheduled to teach Introduction to International Business here and Introduction to International Management at the Los Altos campus.

Professor Cherkaoui brings to his courses the benefit of his extensive research and knowledge as well as his professional expertise. These attributes are reflected in his consistently high student evaluations which rate him as an excellent instructor.

In addition to his teaching excellence, professional experience and research, Professor Cherkaoui exhibits high standards, integrity and has a pleasant, easy-going personality that enables him to establish and maintain excellent working relationships with students, administrators and other professionals who come into contact with him.

Sincerely,

Dr. Admassu Bezabeh
Chair,
Department of International Management
and International Affairs

AB/osr



INTERNATIONAL UNIVERSITY OF AMERICA
CALIFORNIA STATE APPROVED W.A.U.C. ACCREDITED MEMBER A.C.B.S.P

DOCTORATE, MASTER, AND BACHELOR OF BUSINESS ADMINISTRATION
with an emphasis in International Business Management

November 14, 1994

Said El Mansour Cherkaoui, Ph.D.
2625 Ivy Drive, Apt. 4
Oakland, CA 94606-2168

Dear Dr. Cherkaoui:

I am very pleased to write to you to confirm your appointment as a Professor and the Chair at the Department of Business & Professional Development at the International University of America.

On behalf of my colleagues in both the San Francisco Campus and the Main European Center in Paris and with the enthusiastic support of the President, I would like to express our excitement at the prospect of your assuming this leadership position. In doing so, you will work closely with the University of America faculty and students in both the San Francisco Campus and the Main European Center in Paris. The specific details of your appointments are as follows:

- * Your academic appointment is as Professor in the Department of Business & Professional Development. This is a full-time position that carries tenure.
- * Additionally, you are offered the appointment of Chair in the Department of Business & Professional Development, December 5, 1994, for a term of five years.
- * These appointments are effective December 5, 1994.
- * The position of Chair is an administrative appointment, and you serve at the pleasure of the Dean of Academic Affairs and the President of the IUA Main European Information Center. You will receive annually a written set of expectations and objectives, and will also receive an annual performance review.
- * At the end of your term as Chair in the Department of Business & Professional Development, you may be eligible for reappointment as Chair. This will depend on your interest, the interest of the Dean, and the results of a faculty review of your performance as Chair.
- * If there is no reappointment as Chair, you will retain your status as Professor. You may elect to retain your 12-month appointment.
- * As an academic administrator, I expect that you will teach 2 courses per year.

I speak for my colleagues when I say that we are truly enthusiastic about your appointment here. We look forward to your long and distinguished career as our colleague.

Sincerely,

Robert L. Goldman, Ph.D.
Dean, Academic Affairs

IUA ■ 114 Sansome Street ■ SAN FRANCISCO, CA 94104 ■ U.S.A.

Tel: (415) 397 2000 - Fax: (415) 397 2052

Main European Information Center ■ 17-25, rue de Chaillot ■ 75116 PARIS ■ FRANCE

Tel: 33 (1) 40 70 10 00 - Fax: 33 (1) 40 70 10 10

GOLDEN GATE UNIVERSITY

San Francisco • East and North Bay • International • Monterey • Sacramento • Seattle • Silicon Valley • Southern California

July 3, 1996

To Whom It May Concern:

Dr. **Said Cherkaoui** has asked me to furnish him with a letter of professional reference. I am pleased to be able to do so.

Because of his considerable involvement with Golden Gate University, I have been acquainted with him in several capacities for the last eight years. Although his involvement was on an adjunct rather than full-time basis, he participated in an extraordinary range of activities which brought him to my attention during the first six of those years when I was Academic Vice President. In addition to teaching a number of courses, Dr. Cherkaoui served on several doctoral dissertation committees in our DBA program, he taught a number of MBA-level courses in the International area, and participated heavily in curriculum development of GGU's International Business program.

He always impressed me and my colleagues with his unique combination of academic skills and "real world" knowledge of international business and the global economy. It was this background plus his record of outstanding teaching that caused the University to offer him a full-time faculty appointment as Visiting Assistant Professor in 1995. Dr. Cherkaoui declined the offer, but continued to teach for the University on an adjunct basis. He taught a graduate international management course for me in our Travis AFB program last Fall. As usual, he did a fine job.

Dr. Cherkaoui has an extraordinary ability to integrate the knowledge from several disciplines and bring it to bear in the classroom situation. He brings a critical global perspective to his scholarship and teaching. He is an outstanding teacher, and can teach a wide variety of courses in the arena of international business and global economic development. I recommend him highly.

Please feel free to call me at (510) 945-7132 should you have any further questions.

Sincerely,



Anthony D. Branch, Ph. D.
Provost, East and North Bay Campuses



50 Azacia Avenue
San Rafael, California
94901-8008
(415) 457-4440

TO WHOM IT MAY CONCERN

This year we offered a new course called "The Global Economy".

It is not simply an international economics course, but an investigation of relationships among finance, economics, culture and political power, and their implications for competitive strategies.

The only person I know who could succeed in this ambitious task is SAID CHERKAOUL, who is an adjunct professor at Dominican College.

Born in Morocco, with his PhD from the Sorbonne, -- Said is an internationally known expert on the political economy of Latin America, and a successful consultant in international business.

Once again our students were deeply impressed by the breadth and depth of Said's knowledge, and delighted with his demeanor and teaching skills.

We are launching a new MBA program in Strategic Leadership and I hope Said will be able to both teach and help us with the curriculum.

A handwritten signature in black ink, appearing to read "Alister Milroy". The signature is stylized with a large, sweeping flourish at the end.

Alister Milroy -- Chair
Business Administration Department

7-28-96



50 Acacia Avenue
San Rafael, California
94901-8008
(415) 457-4440

6-6-98

TO WHOM IT MAY CONCERN

Said Cherkaoui has an unusual breadth of Knowledge and skills.

When he first came to Dominican College several years ago, he taught "Economic Development in Latin America", -- his area of specialization at that time.

In recent years he has taught a variety of business subjects for us; -- mainly in the areas of international business and marketing. He also introduced a new course "The Global Economy" which is now a centerpiece of the business program.

We have no other teacher who is able to synthesize economics, politics, culture and business to the degree that Said does. This is due to his having a first class mind (Ph.D from the Sorbonne, Paris) together with a multicultural background. Said is a French educated Moroccan Berber, fluent in French, Spanish and Arabic.

In the Bay Area Said has worked as a consultant in international business and new venture development, and also in the marketing of computer technology.

His student evaluations have always been excellent and he is well liked and respected by his faculty and administrative colleagues.

A handwritten signature in blue ink, appearing to read "Alister Milroy". The signature is stylized with a large loop at the end.

Alister Milroy
Chair -- Business Administration Department

GOLDEN GATE UNIVERSITY

San Francisco • East and North Bay • International • Monterey • Networks • Nevada • Northwest • Sacramento • Silicon Valley • Southern California

June 2, 1998

To Whom It May Concern:

Dr. Said Cherkaoui has asked me to provide a letter of reference for him. I am pleased to do so.

In the course of my administrative and academic duties at Golden Gate University (first as Academic VP and more recently as regional Provost for three campuses), I have had many professional dealings with Dr. Cherkaoui. He has taught for the University as an adjunct faculty member during a number of terms since 1987. Such courses included business seminars in the MBA program as well as at least one doctoral seminar for the School of Public Administration, "Public Administration in World Perspective." His teaching record at GGU has been quite good. In fact, several years ago he was offered a full-time Visiting Assistant Professorship in the School of Business, but he declined it to pursue his work as a Senior International Trade Consultant while continuing to teach for GGU as an adjunct faculty member.

A few years ago, he worked closely with the School of Business to develop new courses on doing business in Latin America and Europe. He taught a number of courses and directed studies in such specialized international fields as "International Trade Strategies of South America and Southeast Asia" and a well-received course on "Political Risk Analysis: South Korea." With his work co-chairing the International Business Development Committee of the San Francisco Chamber from 1992 to 1996, his fluency in several languages, and his skill in negotiating business contracts and alliances with very diverse groups, Dr. Cherkaoui brings invaluable experience to any course he teaches. With his experience and in-depth understanding of how the cultural environments and political settings influence business, he is especially skilled at providing a first-rate educational experience for working adults seeking to learn more about international business.

More recently, Dr. Cherkaoui has broadened his fields of experience to include the fast-growing areas of international technology trade, with particular reference to telecommunications and information technologies. He is working with the School of Technology and Industry to develop new courses in those promising fields.

In short, I can provide a very positive reference for Dr. Cherkaoui as an outstanding teacher and a scholar with the intelligence and experience to weave seemingly disparate subject areas into a well-integrated course or piece of scholarship.

Sincerely,



Anthony D. Branch, Ph. D.
Provost, East and North Bay Campuses

**Employment Letter
for Dr. Said Cherkaoui**

To Whom It May Concern:

February 5, 2002

Please be aware that I am the Associate Dean of the School of Technology and Industry and Chair of the Information Systems Department at Golden Gate University. I have the pleasure of directly supervising Dr. Said Cherkaoui work and performances as Faculty Member in our organization.

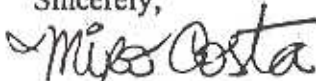
Dr. Said Cherkaoui is teaching courses at the Telecommunications Department in our School of Technology and Industry. In this capacity, he is also developing and teaching new sets of curriculums and courses that reflect and respond to the technological changes, innovations and the convergence taking place in the Telecommunications and the Information Technology industries.

Since joining Golden Gate University in 1988, Dr. Said Cherkaoui has created and taught new academic curriculums and published relevant articles. Dr. Cherkaoui has similarly developed a number of initiatives, including the organization of seminars and conferences in co-sponsorship between Golden Gate University and external institutions.

While we are glad to benefit from Dr. Cherkaoui's multiple academic contributions at Golden Gate University, we are also very pleased to have him as telecommunications expert and active member of our faculty at the School of Technology and Industry.

Please, contact me at mcosta@ggu.edu or at (415) 442-6539 if you need any additional information about Dr. Said Cherkaoui.

Sincerely,



Miro Costa