

28 February 2014

Dr. William L. Shay
Assistant Provost/ALO
Charles R. Drew University of Medicine and Science
1731 E. 120th Street
Los Angeles, CA 90059

Dear Bill:

This letter confirms receipt of your Progress Report dated February 13, 2014, and likewise confirms that you have fulfilled the requests of the Interim Report Committee panel, as stated in the transmittal letter of June 13, 2013.

I want to compliment you and your colleagues. The Report was the proper length – you said what needed to be said without embroidery. The Report was precise – you presented the salient facts and relevant commentary. The Report was direct – you gave the facts as they are without circumlocution. Finally, the report was comprehensive – all items were embraced appropriately. It was a genuine pleasure to read.

I do want to share an observation with you, which might be helpful as you prepare for the Special Visit. The 2013 surplus makes one gasp. It's approximately 10 times the budgeted amount. That might cause a CFO team member to ask: "If they can be that 'far off', in a surplus, can that happen with a deficit?" I would anticipate a version of that inquiry – CFOs are never comfortable with large swings in budget to actual, no matter which way the needle points.

Again, I salute you and the leadership of CDU as you continue this exemplary recalibration of institutional culture and performance.

Sincerely,

A handwritten signature in black ink that reads "C N Oberg". The signature is written in a cursive, somewhat stylized font.

Christopher N. Oberg, PhD
Vice President/COO