

To Whom It May Concern:

I am Marshall Bailly II, Executive Director of Leadership Initiatives, and it is my pleasure to provide this letter to endorse Ricky Toh Wen Xian. Over the past three years I have watched Ricky transform lives in developing communities across the globe with his ingenuity, problem-solving skills and passion for change. In fifteen years of working in international development, it is a rare pleasure to find a student who works as tirelessly as Ricky to create a better life for himself, while also working diligently to improve the lives of his fellow students and others around the world.

I met Ricky at our Global Young Innovators Initiative at Harvard University program, where he partnered with other promising high school students from across the United States to create solutions for a developing business in Bauchi State, Nigeria.

We and our sponsors at Microsoft, Starbucks, GlobalGiving and The International Youth Foundation were so impressed with Ricky that we invited him to join our International Business Alliance Program and create our first ever satellite program in Indonesia.

Leadership Initiatives creates and fosters leaders in the United States by partnering them with businesses in the developing world. Business owners identify difficulties that they are facing, and student groups research ideas for realistic solutions using local resources. Ricky's creativity and commitment to creating a better world are exemplified by the effort he has put into his current project with his team as they create new repair and safety methods for an electrical repair shop in Bauchi State, Nigeria.

This is important to Bauchi because these new electrical repair and safety methods bring down the cost of home and business ownership in this developing community, allowing families to have a safe space to grow, trades to bring new services to communities, and villages to grow at an even greater rate. More importantly, by improving the way wires are insulated and implementing new safety measures, fires can be prevented and lives saved. Education, self-sustaining business and employment opportunities provide alternatives to citizens in places like Northern Nigeria, where terrorist groups like the Boko Haram recruit.

After teaching high school students across the United States and teaching at the collegiate and summer program levels at Harvard, Georgetown, UCLA, Stanford and the University of Chicago I can honestly say Ricky stands at the very top of students I have ever had the pleasure to work with.

I can recommend Ricky for any university with the utmost confidence, because I know that he will push his peers to grow with his enthusiasm, encourage his professors to delve deeper into their lessons with his curiosity, and will stand as an example of what any university aspires to give to the world; a brighter future with the leaders they produce.

Sincerely,

A handwritten signature in black ink that reads "Marshall J. Bailly II". The signature is written in a cursive style with a large, stylized initial 'M' and 'B'.

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