



Cisco Systems, Inc.
170 West Tasman Drive
San Jose, CA 95134-1706
Phone: 408 526-4000
Fax: 408 526-4100
<http://www.cisco.com>

April 26, 2000

To Whom it May Concern,

I am writing this letter to recommend Paul Discher for employment. I have known Paul for the past 5 years. During my time as an electrical engineering major at Washington University, Paul served as manager of the electrical engineering lab. Each semester, I would work with Paul several times a week. Paul's dedication to the students and his uncanny organizational abilities made a significant impact upon my academic experience.

I can remember numerous occasions when Paul went out of his way to help my friends and I on whatever project we might undertake. From finding an obscure part in the stockroom to designing a clever housing for our circuit boards, Paul always seemed to find the time for us. When asked an obscure question, a common saying among faculty and students was, "I don't know, why don't you ask Paul Discher?" and Paul would invariably know the answer (or at least where to get it).

Paul is also one of the most perfectly organized people I have met. He always kept the lab clean and tidy. Everything in the lab had its place, and Paul always knew where that was. In many labs that I have seen, instruments, cables and adapters are flung randomly across the benches. In Paul's lab, all confusion was organized behind custom mountings and fixtures of his own design. Students had merely to sit down and plug in their experiments. Paul's natural efficiency maximized the learning we could accomplish in the lab.

I have no doubt that Paul's skills, knowledge and dedication would benefit any future employer. If you have any questions, please feel free to contact me directly at the address above.

Sincerely,

A handwritten signature in black ink, appearing to read "Scott Simon", written over a horizontal line.

Scott Simon