



Saturday, August 20th, 2022

To Whom it May Concern,

I was first introduced to Matt in early 2019, at a period when AbbVie was needing a neutral assessment and analysis of their software platform hosting AbbVie's flagship website, [abbvie.com](http://abbvie.com). The primary purpose of the website is to share drug product information with the public, and with investors specifically, who might want to work more closely with AbbVie and provide funding. AbbVie is a multi-billion dollar corporation and this is its primary domain. It is also an international website serving independent AbbVie divisions around the globe, in a large number of languages. The platform hosts other sites and applications as well, which fulfill other business functions.

I was the owner of the software platform at AbbVie, and was responsible for determining/proposing the long-term solution roadmap and direction for the business, that would cost AbbVie millions of dollars, and would influence funding.

Matt's expertise in the specific technology from his time working as Chief Architect at Adobe Systems was desired to support my efforts, for planning updates to our technology, and to stay on Adobe's Product roadmap. However, AbbVie was not committed to continuing with Adobe's technology and needed a vendor-neutral assessment, which his company was able to provide.

Matt was able to provide an agnostic/neutral proposal which was needed in order to bring consensus among various parties at AbbVie, who had different and incompatible visions. Matt's support was instrumental to creating consensus in the business, and for coming to decisions about the platform which were later found to be mutually satisfying. His guidance influenced the future of AbbVie's software partner/platform investments.

Matt and I subsequently worked together on a number of initiatives for a year and a half, following that initial assessment. This included rebuilding AbbVie.com, with the support of an external vendor, Cognizant, and the creation of a new application for a recent acquisition of AbbVie's, Allergan Aesthetics (the company responsible for Botox). Each of our projects went smoothly and were easily delivered.

I am recently retired, and was happy to have had an opportunity to work with Matt while still at AbbVie. We are still in touch and have a good relationship. It is my pleasure to recommend his company to any customer who might benefit from his support.

Sincerely,

A handwritten signature in black ink, appearing to read "Dale Carter", with a long, sweeping horizontal line extending to the right.

Dale Carter,

Retired former AbbVie  
dale.carter@gmail.com

# ALLISON+ PARTNERS

Saturday, August 20th, 2022

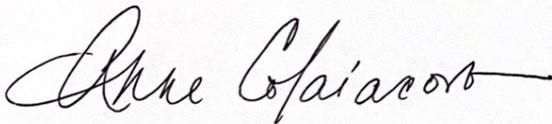
To Whom it May Concern,

I was introduced to Matt in 2021 when I was planning a new business initiative, hearing that he was a skilled and trusted subject matter expert who could help guide initial planning. I needed a plan and presentation which would be used to gain support of various executive stakeholders and investors, making it possible to start the new business I envisioned.

For this purpose Matt and I collaborated over a period of two months to arrive at an initial proposal/presentation, which I utilized with my colleagues and contacts. This presentation included initial budget, notional architecture, suggested staff, timeline, and some monetization planning, for a new software platform.

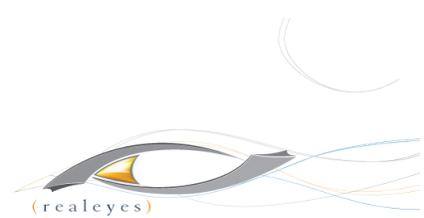
I was very happy with our results, and I would recommend Matt and his organization, Social Architects and Economists International, to future clients and companies who might be interested in retaining and benefiting from his services.

Sincerely,



Anne Colaiacovo,  
Global Partner + President, North America  
Allison+Partners  
One World Trade Center – Floor 69  
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940 Logan St., Denver, CO 80203

November 19<sup>th</sup>, 2019

Greetings,

I am the Chief Technical Officer of RealEyes Media, LLC ([www.realeyes.com](http://www.realeyes.com)), and I'm writing this letter to provide a multi-purpose recommendation for Mr. Cavanaugh, for his professional and academic pursuits.

Matt and I have a good ongoing relationship and have been working together on and off for about five years since I first met him in a joint project with Adobe Systems. Matt was working as a Partner Solution Consultant and Multi-Solution Architect for Adobe at that time, covering North America (except Latin America).

We had success with a challenging and interesting Digital Evidence Solution involving body cameras and Digital Asset Management, for Motorola Solutions International, called Command Central Vault. This was a culture-changing project since body cameras were just coming to be used in law enforcement agencies across the country. Matt was pivotal for completing the deal and took the role of Chief Architect for that project initially. He supported RealEyes's efforts for including our product as part of the overall solution, and we had a good time working together.

Since then Matt has become a partner of ours as he ventured into working on his own business, Social Architects INTL. We value his subject matter expertise and entrust him to represent us directly with our clients, who are quite large and figure prominently in American culture.

We have a great deal of mutual respect and expect to continue doing business together in the future. I am confident that Matt can help in nearly any professional situation he finds himself in and I think he will make either a valuable advisor for you or an excellent student or faculty member of your institution if you provide him the opportunity.

Most Sincerely,

A handwritten signature in black ink, appearing to read "Jun Heider". The signature is fluid and cursive, with a long horizontal stroke at the end.

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Jun Heider, Chief Technical Officer, RealEyes Media, LLC

December 17, 2019

To Whom it May Concern:

My name is Gene Noble, and I'm the Chief Delivery Officer and EVP at Ventech Solutions. I know Matt from our strategic work at Adobe where I served as the Program Executive for Adobe's Federal Healthcare Business.

Matt and I worked together while I was at Adobe Systems solving federal healthcare mission-critical needs in our Mclean, Virginia Office. We collaborated with CMS leadership on Healthcare.gov and other solutions to boost the engagement level of a consumer interacting with CMS/HHS websites and forms management solutions.

Matt provided a rare combination of creativity including the strong social and technical skills required for solving complex problems. I would highly recommend Matt to solve your business and technical needs and most importantly a truly trusted partner.

If you would like to contact me directly please feel free to contact me at 301-520-2752

Sincerely,



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Gene Noble  
EVP & CDO, Program Delivery  
Ventech Solutions. Inc.

Social Architects and Economists International, LLC  
Anchorage, Alaska  
[matt.cavanaugh@social-architects.international](mailto:matt.cavanaugh@social-architects.international)  
907-444-7728

November 14<sup>th</sup>, 2019

Christopher Matthew Cavanaugh  
Advisor/Architect  
Social Architects INTL  
Anchorage, Alaska

To Whom it May Concern:

My name is Brian Paget, and I'm Chief Strategy Officer at SAP National Security Services (SAP NS2).

Matt and I began working together about 5 years ago at Adobe Systems while I was part of the CTO's team, and he was working as our Partner Solution Consultant and Multi-Solution Architect.

Matt is a Subject Matter Expert (SME) who was in high demand and was routinely called upon to provide presentations, guidance, demonstrations, and advice for Adobe's many partners and clients. He was also trusted to support Adobe's internal sales teams and management to support highly important business and sales related initiatives.

Matt and I worked closely together, to give you one example, to support the International Monetary Fund (IMF) on a potential engagement, and from that experience, and others, I can see Matt being successful in nearly anything he might take on.

I am confident he will make a good addition to your team or organization.

Sincerely,

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

Brian Paget



Elysian Trust  
4111 Country Club Drive, Dickinson TX 77539  
W: <http://elysiantrust.com>  
E: [nth@elysiantrust.org](mailto:nth@elysiantrust.org)  
P: 409-234-5588

11/18/2019

To Whom It May Concern:

Matt Cavanaugh is a member of Elysian Trust and exemplifies what our mission is about. We find people with rare and remarkable mental talents and help them however we can to accomplish great things for humanity. Our members include the youngest person to be accepted into MIT; a high-school dropout, turned software engineer, turned entrepreneur that went on to build a \$23,000,000 company; one of the few black female physicists on the planet who developed a solar energy and water cleansing system for West Africa; and an inventor from Kenya who has recently won a sizable investment package from Google for his invention that helps deaf people speak with the hearing. They and many of our other members always had these cognitive gifts and high-potential projects within them, but they did not always have the recognition, support, or onramp platform to achieve their goals until someone or some organization noticed their potential.

I can state without any hesitation that Mr. Cavanaugh is another changemaker-in-the-making and we are proud to have him in Elysian Trust. Any other institution wise enough to support him in his academic ambitions will reap the benefit of being associated with his great future contributions to humankind. He has not only been a routine contributor to our organization, but he has also been a true friend to many there within, including to me.

From my observation and time interacting with Mr. Cavanaugh, he does not only have the raw brainpower that is critical in STEM and business, but he also has the underlying support structures of critical-thinking and emotional intelligence that help him acquire and demonstrate greater gains from his mental acumen than many others in his field would. Where many smart people "get in their own way," Mr. Cavanaugh does not. Furthermore, he can elegantly bring together disparate data points into sharp clarity, which is an invaluable skill in today's rapidly changing STEM and business landscape.

He expects to possibly apply to a Ph.D. program in the near future and indicated that he would resume contract/consulting work in a leadership capacity, and perhaps start an employment search to that same end. I recommend him for these activities and anything else he might pursue, within his company or independently.

Sincerely,

Nathan Bar-Fields  
Co-Founder and CVO



November 21<sup>st</sup>, 2019

To Whom it May Concern,

Matt and I have known each other for over eight years now, since working together at the U.S. Department of Health and Human Services.

We first met while Matt was providing consulting services through Aquilent, Inc, which was later acquired by the consulting firm Booz Allen Hamilton. I was effectively a client of his.

We also met, at the same time, by chance, while attending the same flight school, at the Montgomery County Airpark, in Gaithersburg, Maryland. Since then we've flown together and continue to share a mutual enthusiasm for flight.

Matt and his team were tasked with managing many of HHS's websites, onsite at our headquarters, at the Office of the Secretary, Digital Communications Division, in Washington D.C. He was involved in projects initiated by the First Lady of the United States, and other important leaders in the Federal Government.

He consistently executed and performed excellently overall. He has strong writing skills, a pleasant disposition, and we were very satisfied with the consulting services he provided.

Sincerely,

Olexiy (Alex) Karakcheyev  
IT Specialist  
Office of the Secretary  
Digital Communications Division  
U.S. Department of Health and Human Services

Social Architects and Economists International, LLC  
Anchorage, Alaska  
[matt.cavanaugh@social-architects.international](mailto:matt.cavanaugh@social-architects.international)  
907-444-7728

November 8<sup>th</sup>, 2019

Christopher Matthew Cavanaugh  
Advisor/Architect  
Social Architects INTL  
Anchorage, Alaska

To Whom it May Concern:

This is a general letter of recommendation for Mr. Cavanaugh.

I know Mr. Cavanaugh from our time at Adobe Systems, where I was his manager, functioning as Director for the Federal Civilian and DoD Consulting Practice.

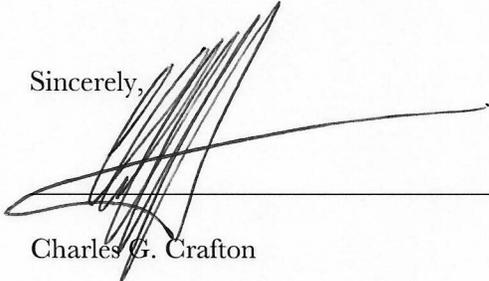
We've known each other for a little over four years now. Matt was very successful in his role at Adobe Systems. His primary role was to perform demonstrations to customer leadership of large agencies in the Federal Civilian and the non-Intel DoD organizations. He was also responsible for pre-sales and solution architecture supporting Adobe's partners and their joint clients.

Matt has demonstrated very strong client-facing abilities and was extremely successful, and in high demand. He has outstanding analytic and writing skills.

He expects to possibly apply to a Ph.D. program in the near future and he indicated that he would resume contract/consulting work in a leadership capacity, and perhaps start an employment search to that same end. I recommend him for these activities and anything else he might pursue, within his company or independently.

I am confident that Matt will make an excellent addition to your organization.

Sincerely,



Charles G. Crafton

November 26<sup>th</sup>, 2019

To Whom it May Concern,

I'm writing you this letter to provide a client reference and general recommendation for Mr. Matt Cavanaugh, and his company Social Architects and Economists International, LLC.

My name is Dan Fraser, the Senior Principle Executive Recruiter for Computer Futures in New York City, NY (<https://www.computerfutures.com/en-us/>).

Matt and I have known each other for approximately three years, and we were a client of Matt's company for 2 years.

Matt's company was providing services through us, as a Digital Platform SME (Subject Matter Expert), experienced with Adobe software, as a former Adobe Systems employee. He was a Strategic Advisor for a Director at Petco, Inc., in San Diego, California.

He also functioned as a Team Lead and Architect responsible for managing an important and costly part of their infrastructure that is still in use today.

He was highly successful providing guidance, architecture, and leadership, to the extent that we were able to renew his company's contract with them for three extensions.

Matt and I work well together, and we expect to continue doing business, and are currently searching for opportunities to make that happen. Nevertheless, I understand Matt is looking for additional business opportunities, and potentially expects to pursue a Ph.D. I support Matt in these efforts and think he will bring value to any organization that is fortunate enough to provide him an opportunity.

Sincerely,



**Dan Fraser**  
Senior Principle Executive Recruiter  
Computer Futures, Inc.

## Letter of Recommendation

November 19<sup>th</sup>, 2019

To Whom it May Concern,

Matt and I worked together while I was working as Manager and Director at Fidelity Investments in Merrimack, New Hampshire, about 5 and a half years ago now. Currently I am an Engineering Manager leading mobile engineering teams at Facebook.

Matt was brought on board for his subject matter expertise for our NetBenefits mobile app, which serves over millions of customers. He led the engineering effort on the DocExpress extension, that had the purpose of providing an alternative to facsimile technology requiring manual processing of paper forms. DocExpress was a part of Fidelity's larger Digital Transformation Roadmap of providing better digital services to their important clients and investors.

Matt was instrumental to the initial proof of concept and delivery of that functionality, and did an excellent job leading the engineering effort, and obtaining internal buy-in through repeat demonstrations of the functionality. This was an important success that made later projects possible, including confidence for pursuing digital processing of checks with check scan.

Matt was a joy to work with and I expect he will do well in any endeavor he finds himself in.

Most Sincerely,

*Cherry Zhang*

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Cherry Zhang  
Manager, Engineering  
Facebook  
Cambridge, MA

September 13, 2019,

To Whom it May Concern:

This is a general letter of recommendation for Mr. Christopher Matthew Cavanaugh of Social Architects INTL.

I know Mr. Cavanaugh from Adobe Systems, where we were both colleagues.

Mr. Cavanaugh is also an Advisor and Digital Transformation Lead for my organization, DigitalCtrl Inc, of which I am the founder and CEO. We've known each other for several years now, have had successful client engagements together internationally, and have a good ongoing rapport and relationship.

Mr Cavanaugh has demonstrated very strong client-facing leadership abilities and has a history of success in software solution architecture and software sales. He has outstanding analytic and writing abilities.

He expects to possibly apply to a Ph.D. program in the near future and indicated that he would resume contract/consulting work in a leadership capacity, and perhaps start an employment search to that same end. I would recommend him for these activities and anything else he might pursue, within his company or independently.

I am confident that Mr. Cavanaugh would make an excellent addition to your organization, should an opportunity arise.

Sincerely, Kenny



**Kenny Guest**

Partner, CEO  
Sr Consultant/PM  
m. 306.550.9443  
e. [kenny.guest@digitalctrl.com](mailto:kenny.guest@digitalctrl.com)

DigitalCtrl (Ottawa Office)  
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SOLUTION PARTNER

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907-444-7728

November 29, 2019

To Whom it May Concern,

I'm writing this letter of recommendation at the request of Matt Cavanaugh, from Social Architects INTL, who worked for Petco Animal Supplies Inc. in a strategic technical lead role for nearly two years until May 2019.

Matt was brought on to provide Subject Matter Expertise in Petco's content management platform, which is part of our omni-channel ecommerce suite. Matt focused on leading and strategically advising Adobe Experience Manager (AEM) technical team and business user community. AEM delivers content services to the petco.com website, several mobile apps, and various third party microservice integrations.

With Matt's guidance, Petco's team was able to plan and execute several milestone projects and initiatives from our annual business roadmap, including an upgrade of our AEM application, scoping out necessary architecture changes, writing architecture documentation, working on assorted business improvement projects, and the like.

Matt's expertise and judgment were extremely valuable and I am certain he will be a valuable member of any team he finds himself coaching, advising or leading.

Sincerely,



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Inga Ferber  
IT Manager  
Ecommerce & Enterprise Content Management  
Petco Animal Supplies Inc.  
Rancho Bernardo, San Diego, California

November 11<sup>th</sup>, 2019

Dr. Ali Alkhafaji  
Chief Technology Officer  
TA Digital  
Chicago, Illinois

To Whom it May Concern:

I'm writing you this letter to provide a recommendation for Matt for his upcoming academic and professional pursuits. I have had the pleasure of working with Matt when we were both employed by Virtusa a few years back. I also spent time with Matt on a client engagement in more recent years. Over the last 6 years, I have developed a close relationship with him centered around our industry and mutual viewpoints on the direction of digital disruption.

I recommend Matt for any venture that requires the combination of deep expertise and the right get-it-done attitude that he effectively possess. He is surely a great asset for any team and has my highest regard.

I am sure Matt will bring great value in any endeavor.

Regards,

Dr. Ali Alkhafaji

Social Architects and Economists International, LLC  
Anchorage, Alaska  
[matt.cavanaugh@social-architects.international](mailto:matt.cavanaugh@social-architects.international)  
907-444-7728

November 17<sup>th</sup>, 2019

Christopher Matthew Cavanaugh  
Advisor/Architect  
Social Architects INTL  
Anchorage, Alaska

To Whom it May Concern:

This is a general letter of recommendation for Mr. Cavanaugh.

I've been fortunate to know Mr. Cavanaugh for a number of years now. Since our mutual employment days with Adobe Systems, we've collaborated on many projects together. He has always brought a high caliber of thoughtfulness, both articulated and applied, in all his work.

Mr. Cavanaugh has collaborated with us as an Advisor and Digital Transformation Lead for my organization DigitalCtrl, where I'm a partner and the CTO. Our clients all value his insight and contributions and the lasting positive effects. Our ongoing rapport and relationship has been enjoyable to say the least. While we would love to have him on our staff on a regular basis, his hunger to grow and learn is immense and exceeds what our organizational practice can give him.

As an individual, Matt has demonstrated very strong client-facing leadership abilities and has a history of success in software solution architecture and software sales. He has outstanding analytic and writing abilities.

He expects to possibly apply to a Ph.D. program in the near future and indicated that he would resume contract/consulting work in a leadership capacity, and perhaps start an employment search to that same end. I recommend him for these activities and anything else he might pursue, within his company or independently.

Matt will make an excellent addition to your organization.

Sincerely,



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Martin Dang,  
Partner / CTO  
DigitalCtrl Inc.