

February 11, 2017

Dr. Michael Greenberg
33 Livingston Avenue
New Brunswick, NJ 08901

Dear Dr. Michael Greenberg,

I am very happy to submit this letter of endorsement in strong support of Professor Debra Borie-Holtz for promotion at the Rutgers Edward J. Bloustein School of Planning and Public Policy. I graduated from the Bloustein School in the Class of 2013 and I'm currently employed by Johnson & Johnson as a member of its Global Operations Leadership Development Program. During my time at Rutgers, I've had the great fortune to work with Professor Borie-Holtz in several capacities. I was her student for Research Methods, a Research Intern for "The Politics of Regulatory Reform" and a mentee.

Professor Borie-Holtz is stellar and stands out among all of the professors I had during my time at Rutgers. She is intelligent, effective and cares about the success of each and every one of her students. In class, she taught the technical aspects of Research Methods in a pragmatic way and enabled discussion that helped further understanding of the topics presented. Her assignments were thoughtful, strategic and promoted outside of class gathering and cross-pollination of knowledge between students. Professor Borie-Holtz always made herself available after class or during office hours to meet with students to discuss their gaps in understanding or to discuss academic or professional development.

Professor Borie-Holtz chose me for a research internship opportunity on her team supporting public policy research for her publication titled "The Politics of Regulatory Reform". As my direct supervisor, Professor Borie-Holtz tasked me with challenging assignments and leadership opportunities. She provided me with the right support and training which enabled me to be successful in my role. She was professional, motivating and inspiring. She always made it a priority to ensure that I understood the big picture and how my work was driving the team toward the end goal. She recognized the team's accomplishments and was incredibly humble. She provided me with an experience of immense learning and helped develop my soft skills and leadership skills as a result.

Beyond my interaction with Professor Borie-Holtz as my professor and my supervisor, I also consider her one of my mentors to this day. Throughout my time in undergrad, Professor Borie-Holtz supported my on-campus initiatives and my professional development. During my tenure as President of the Bloustein Public Service Association (BPSA), Professor Borie-Holtz was a regular speaker at our BPSA Speaker Series events. She came to speak to masses of students across the Rutgers campus about the Bloustein School and her passions and initiatives. She provided counsel to me about academics and

was my chief supporter during my job pursuit as my time at Rutgers came to a close. She connected me with leaders in my target industry and voiced her support at every opportunity.

Professor Borie-Holtz is a hallmark of the Edward J. Bloustein School's brand. She is an expert in her field and she is recognized by her kindness and determination to ensure that her students succeed. Please accept my strong endorsement on her behalf.

If you require any further information, feel free to contact me. Thank you for your consideration.

Best Regards,

A handwritten signature in black ink, appearing to be the name 'Michael', written in a cursive style.

Michael
Public Policy
Class of 2015