

Michael R. Greenberg, Ph.D.
Distinguished Professor and Associate Dean of the Faculty
Edward J. Bloustein School of Planning and Public Policy
Rutgers University

Dear Dr. Greenberg:

I have the great responsibility and honor to write this letter of endorsement on behalf of Dr. Debra Borie-Holtz. I first met Debbie during my junior year of undergraduate studies in public health at the Edward J. Bloustein School of Planning and Public Policy in the Fall of 2011. Ever since, she has been an imperative asset for my career as a young professional.

I was an immigrant non-traditional student from Colombia with no support system in the country, let alone at Rutgers. I took four classes with Debbie while a Public Health undergraduate, and her guidance and passion for public service affected me greatly. I admired her depth of knowledge and high academic standards and realized she was among the most experienced scholars in the field of state politics at Rutgers. She quickly became more than a teacher; she has been a mentor, friend, and boss.

During my senior year, I wanted to learn more about state politics, and I knew the best person to learn from was Debbie. Not knowing what I was getting in to, I began my undergraduate internship under Debbie's supervision in the summer of 2012, collecting, coding, and analyzing thousands of state regulations. Learning the rigors of scholarly research under Debbie shaped my life not only as a student, but also as a research assistant. I am proud and humbled to be credited as a contributor in the book she co-authored with Dr. Stuart Shapiro, *The Politics of Regulatory Reform*. Debbie saw potential in me and hired me as a research assistant at the Eagleton Center for Public Interest Polling and the Center for Women and Work.

Throughout this time, Debbie was incredibly affirming, encouraging, and understanding of my situation as an immigrant. She helped focus my interests and passions and guided me towards pursuing a Masters' Degree in Public Policy at Bloustein. I was accepted to the program and continued my work with Debbie, both as one of her students and as a teaching assistant for one of her undergraduate classes, Research Methods.

It is not an exaggeration to say that meeting and learning under Debbie influenced the entire trajectory of my life. Without her guidance, I would never have been hired for my current position as a Fiscal Analyst in the Office of Legislative Services for the State of New Jersey

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and as a part-time lecturer at Bloustein. I cannot endorse highly enough her wealth of knowledge, passion for teaching, and commitment to her students. I am thankful for her role in my life and believe she is an incredible asset to Rutgers.

Sincerely,

Juan

MPP