

Recommendation Statement Example

I have worked with Rebecca for 5 years and remain impressed by her professionalism and commitment to public administration. Rebecca began her career at the North Carolina Department of Public Instruction where her management and administrative skills led to a strengthening of the alignment between the state and local education authorities. She then served as the city manager for Raleigh, North Carolina, where she reorganized city departments and divisions to promote efficiency and improve service delivery. She was also instrumental in launching public/private initiatives that created more than \$75 million in city enhancements. Transitioning to the federal government, Rebecca served on the Domestic Policy Council where she developed great working relationships with members of the House and Senate and their staff from both sides of the aisle. Her well-earned credibility allowed her to effectively navigate bureaucratic and political obstacles. Many of the administration's cross-agency activities and priorities moved forward in large part because of Rebecca's engagement.

In 2011, Rebecca was appointed as the North Carolina's Superintendent of Public Instruction. In this role, Rebecca is setting a new standard for North Carolina's school districts by focusing on student success, instructional development and coaching, and effective principal leadership. She led the school district's community collaboration on a new strategic plan and developed high-impact learning initiatives to increase graduation rates. Under her leadership, the school district is recognized as one of the best school districts in the state and nation for its academic, athletic and artistic programs. She has published articles on new strategies for education community engagement in *Education Today* and has contributed chapters to numerous education policy textbooks.

Since 2017, Rebecca has been active in academic policy dialogues and working with a start-up dedicated to improving the use of public data and legislative and legal information to governments, and non-profit and stakeholder organizations. Because of her excellent work across many sectors, she has been recognized with the national Spinning Top Award, North Carolina's Outstanding Public Servant Award, and the White House Impact Award.

Rebecca has played an active role in institutional stewardship through her work in designing effective service delivery methods, recruiting activities, and her leadership of important cross-cutting projects. If she is elected as an Academy Fellow, I have every confidence that she would show that same enthusiasm for and active engagement in the Academy's work. Her familiarity with multiple public policy issues at the state and local level bring diversity in expertise to the Academy's Fellowship. She would expand the reach of the Academy's work and I have no doubt she would strengthen the Academy's state and local presence. Her additional contributions in program evaluation methods, key concepts of planning and performance measurement, and congressional and agency operations would be extremely helpful to the Academy's efforts to address critical management challenges in government.

The Academy has earned a reputation as a trusted advisor on issues related to governance and public administration. Rebecca's impressive experience and expertise in public policy (e.g., finance, education, and economic development) and a range of organizational management and development issues (e.g., diversity and inclusion, change management, and staff development/coaching) are in excellent alignment with the Academy's mission and values.