



February 22, 2021

To whom it may concern,

I am pleased to provide this letter of strong recommendation that you seriously consider Emma Newell for your posted position. I have had the opportunity to work with Ms. Newell since my employment at The Ohio State University began seven months ago. A recent alum of our Agricultural Communication baccalaureate program, Emma continued what started as a student employment position with The Ohio State University Leadership Center which is housed in our department. We could not have been more thrilled that she was willing to continue her service to our leadership development programming efforts throughout the summer as well as through her international graduate experience. Over these seven months, I have observed Ms. Newell's professionalism, creativity, determination, and efficiency during monthly team meetings and through her completion of assigned or self-initiated projects. My recommendation is based on these observations of Ms. Newell as her skip-level supervisor during this time.

In speaking with our Leadership Center team, I've learned that Ms. Newell was hired in 2019 to provide part-time clerical and logistical support for our programming and editorial support for one of our researchers. Although she came to the position with strong recommendations from her extensive list of volunteer and service experiences, she was viewed initially as a student employee. It did not take long to discover however that Ms. Newell approached her position with a level of talent, command, commitment, and team-orientation that is simply not present among undergraduate student employees. Based on her performance and initiative, her responsibilities quickly grew over the course of two years to the point where she is now co-authoring research, co-developing and co-presenting leadership workshops, and creating original promotional materials for the Center. Her work since early autumn 2020 has not only been in a remote environment, but it has also been completed from Europe while Ms. Newell completes a rigorous and accelerated master's degree program with the University of Amsterdam.

Thus far, I have addressed Emma's extraordinary work-ethic, talent, and impressive abilities. Perhaps the most impressive aspect of what I have observed is her loyalty, character, and personal integrity. When Ms. Newell commits to a task, one can expect that it will be completed in a way that consistently exceeds expectations for both quality and timeliness. Over the past few months, I have repeatedly observed Emma gathering input from our usually meandering team discussions and within a matter of hours she had turned around a succinct, well-written, and accurate representation of the group intentions in a promotional document for our programming. Due to an administrative oversight, a well-deserved and long-overdue pay increase was not processed. Rather than complaining, leaving, or creating a team disruption as many would do in the same situation, Ms. Newell calmly, respectfully and directly advocated for herself so we could resolve the situation. I learned a great deal about her character through that experience. While she was rightfully frustrated, she neither decreased her performance nor permitted herself to be disadvantaged as we worked through resolution.

In summary, Emma Newell is a talented, dedicated, articulate, mature, and team-oriented leader of impeccable character. She is an efficient and productive worker, an accomplished student scholar, and a loyal employee. I am confident you will find shortly after her employment begins you will ask yourself how you got things done without her. I would strongly recommend you add Emma Newell's expertise to your team because I'm confident you will be thrilled with her contributions. If you have additional questions regarding her qualifications, I would be happy to discuss them.

Sincerely,

Shannon G. Washburn, PhD
Professor and Chair