



October 5, 2015

To Whom It May Concern:

I am writing to recommend **Glenn Sullivan** to you. Glenn was a student in Land Use Policy, Law, and the Environment, an upper-level undergraduate class for which I served as a Graduate Student Instructor and led discussion sections. He also worked for me part-time as a Research Assistant, primarily coding survey data, for a mail survey about wind energy.

It was through this work as a research assistant where I was able to interact more with Glenn and where he really distinguished himself from his peers. Among the four undergraduates that worked for me on the project, Glenn was the most consistent. He carefully followed instructions, was not afraid to ask questions, and always stayed on task while he was "on the clock." At the same time, he accomplished his assigned tasks efficiently. He always seemed enthusiastic about the research project--even when his tasks were rather mundane--and was eager to devote additional hours to work, even while finishing out the academic term and his other academic and personal commitments. I have no doubt that he would bring the same enthusiasm and attention to detail to his work at your organization.

I do hope that you will seriously consider him for the position. If you have any questions, please don't hesitate to contact me.

Sincerely,

A handwritten signature in blue ink that reads "Sarah Mills". The signature is written in a cursive, flowing style.

Sarah Mills, PhD
Postdoctoral Fellow & Adjunct Lecturer