

To Whom It May Concern,

It is a pleasure to write a letter of recommendation for Zoe Flanagan because she has an incredible work ethic, is a great team player and leads with passion and authenticity. Zoe and I worked together as Student Representatives for our Master's and Public Policy program cohort and have taken several courses together. In the two years that I have known Zoe, I have watched her consistently produce both professional and passionate work. She has a positive outlook, even when collaborating on the many complex social justice issues that she has committed her efforts to.

Zoe is a leader, who rather than demand authority, encourages input and collaboration. Zoe is one who prioritizes her work and dedicates time to get to know her team to better reach goals to accomplish a task. It was a wonderful learning experience to work with Zoe, because she is confident in her own abilities, while constantly asking for feedback to improve and ensure that others needs are reflected within her work. These are some of the many qualities that Zoe has that has made her a pleasure to work with and learn from.

Zoe intuitively combines her strong skills as a researcher and analyst into her policy work without compromising her social justice oriented values. I am confident that Zoe will continue to make memorable impact in the spaces and issues that she dedicates her skills and passion to. It is with high regard and excitement that I highly recommend Zoe as a qualified policy professional.

Sincerely,  
Amani Austin  
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