

December 22, 2017

To Whom it May Concern:

This letter represents my strong and unqualified recommendation of Denise Kreiger, the most superb instructional design and technology specialist with whom I have worked in my 15 years as a full-time faculty member, and a top-notch resource, consultant, and collaborator on a wide range of issues related to education and technology.

I have worked closely with Denise at Rutgers University's School of Communication and Information (SC&I) for the past four years, where she served as Senior Instructional Designer and Technology Specialist and I serve as Teaching Professor of Communication and Information and Director of Undergraduate Interdisciplinary Studies. I direct two rapidly-growing programs at Rutgers, the Digital Communication, Information & Media and Gender & Media programs, and Denise's contributions to them have been absolutely indispensable to their success.

Denise and I have partnered on many projects, collaborating for the better part of a year to develop a new hybrid course for the Digital Communication, Information, and Media program called Digital Technology and Disruptive Change. (The title, and the idea of using "disruption" as an organizing frame for this course on technological change, was Denise's.) While I provided the content matter for the course, Denise developed the structure for the course, including design and integration of its "flipped classroom" model, alignment of assessments and assignments, and functionality of web lectures and other technologies. Denise and I met weekly for six months to develop unit-level and course-level learning goals and then to build the syllabus, course website, and associated materials.

The result was the first-ever course at Rutgers University to be certified by the Quality Matters (QM) organization with its "Seal of Approval" (in May of 2015). Indeed, the course received the highest score possible -- 99 out of a possible 99 points. The seamless integration of the online and in-class components, and imaginative, intentional implementation of social media technologies, were among the course features highlighted in their report. Denise and I went on to give well-received joint presentations on the course and the QM certification process for Quality Matters and Rutgers COHLIT (Center for Online and Hybrid Learning and Instructional Technology) conferences.

But this was just the warm-up to the many collaborations that followed and brought distinction to Rutgers University. Denise painstakingly spearheaded a redesign of the Digital Communication, Information, and Media program and each of its seven courses, and the migration of the program's course websites from the eCollege learning management system to Canvas. For seven months, she worked with me and senior instructors to create exciting new assessments and projects aligned with course goals, to locate and integrate new content and technologies, and to create new template syllabi and course management sites for each course that reflected all these changes.

Denise's leadership was apparent during this process and the transition that followed. She organized all relevant details and provided training and on-boarding to over 25 instructors in the program (and please note that at the same time she was also doing various instructional design projects for dozens of other courses and faculty). She provided more than ten orientation and training sessions for this

process alone, both grouped and individualized, including one comprehensive overview of the transition to Canvas for the program's faculty. She then responded to all instructors' questions and needs for months afterward. At Rutgers and beyond, this program is now widely considered an innovative, model hybrid program and is enjoying rapidly increasing enrollments.

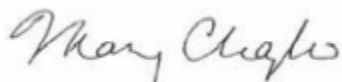
In each of these initiatives, and others too numerous to recount here, Denise's vision of academic excellence, knowledge of up-to-date pedagogy and instructional design, superior tech skills, and attention to detail have shined brightly. Her work ethic is second to none; if you want something done, hers is the door on which you knock. Diligent and reliable, she meets every deadline with room to spare. With her trademark clarity always front and center, there is never a detail overlooked.

I am a new, different kind of educator having collaborated with Denise Kreiger. I now plan and develop all components of my courses long before I step foot in the classroom. This has allowed me to concentrate on day-to-day issues as the semester unfolds and to spend time during the semester where it counts most: assisting students, providing them with better and more extensive feedback, expanding on course concepts, researching and finding timely course additions. I am a far more creative and confident instructor, able to generate more interesting insights "on the fly," because I am free of course planning/building concerns once the semester begins. And I now know more than I ever thought possible about program, curriculum, and course development and design.

Faculty and staff at our school are always remarking to one another how indispensable Denise Kreiger is to our efforts. "I don't know – let's ask Denise!" is a common response to any confounding issue related to pedagogy, instructional design, or educational technology that may arise. She has been a "star" resource and collaborator throughout Rutgers who welcomes challenges and welcomes the collegial relationships that inevitably result. For above all her other fine qualities, Denise is always, utterly, caring and collegial -- kind, pleasant, friendly, thoughtful, desirous to help. She cares deeply about those with whom she works and holds as the highest value to do right by them and the work itself. A consummate teacher and leader, both in and out of the classroom, Denise also inspires those who work with her to develop these qualities in themselves. It is no wonder she was named Outstanding Staff Member at the School of Communication and Information in 2016.

I endorse Denise Kreiger wholeheartedly and without reservation. I know what a key asset and contributor she would be to any project or organization fortunate enough to avail themselves of her many talents. Please feel free to contact me for more details or further elaboration at any time.

Sincerely,



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