

Library
Development
Solutions

Letter of Recommendation
Denise Kreiger
January 2, 2018

Denise Kreiger is an **exceptional instructional designer, problem solver, project manager, instructor, mentor, team leader, and colleague** who will enhance, improve, and transform any organization or project with which she is associated.

I had the pleasure of working with Denise while she was a Senior Instructional Designer and Technology Specialist at Rutgers University's School of Communication and Information (SCI). Denise and I were introduced when I was asked to design and teach a new course about library leadership for library school graduate students.

As a long-time library practitioner, the topic of leadership was something that was second nature to me. However, as a relatively new part-time lecturer at SCI and someone who had never been trained in pedagogy, instructional design, or assessment, I was overwhelmed with what to do and where to start. From the first meeting with library leaders who helped inform the course development to the creation of both an online and face-to-face course, Denise was there to guide me, working side-by-side together to design and develop the course and to demonstrate and teach me how to use the tools I would need to succeed, and also pace the work in a way that made deadlines achievable. She was always available to answer any question I had, a patient teacher who made sure that I knew how to use the technology and course tools, and a supporter for this unique course, which was the first in SCI to use the Canvas learning platform.

Denise is a careful listener who is able to use the information she hears from an individual or group and apply it to instructional design. I observed that first hand through her participation in the library leader stakeholder group. Although she wasn't familiar with the topic of library leadership, she interpolated what she heard and turned that into relevant course learning objectives and aligned course assessments that guided our Syllabus preparation and course development in Canvas. Her perspective was invaluable to me. She offered constructive suggestions to enhance content and the teaching process.

When we began our course design and development project, Rutgers had just purchased the Canvas learning platform, a highly sophisticated course management system, with the intention of moving course content from Pearson's eCollege platform to Canvas by Fall 2017. Denise was eager to explore the potential of Canvas so we agreed to experiment together and to design both a 15-week "fully online" course and "face-to-face" course simultaneously. We had approximately 12 weeks to complete our work so I would be ready to teach the face to face course for the first time in Spring 2017, and then the fully online course in Fall 2017.

As I learned during our 12-week course development sessions, Denise's project management skills are exceptional. She divided the project into manageable weekly tasks with specific responsibilities for each of us and clearly stated outcomes. As I developed content, she worked with the Canvas tool to learn it inside and out so she could teach me during our weekly

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meetings. Each of our meetings had its own learning objective and outcome. This made what was an overwhelming task of designing two courses much more doable within our time frame.

Denise is a gifted instructional designer. Her experience in teaching the classroom and in working with so many SCI faculty and instructors on designing and improving courses informs how she thinks about creating a challenging academic experience that enables students to learn and grow in each course. She understands how to pace the online and in-class learning experience, creates assignments that maximize the learning experience, and assessment tools that provide guidance for instructors and students.

Denise's instructional guidance resulted in a terrific course on library leadership for Rutgers SCI graduate students. She taught me the essentials of instructional design and made me confident about the content both in an online and face-to-face setting. Most importantly, her work ensured that the students who take this and other courses she designed for SCI will have an exceptional learning experience – one they will remember for years to come.

If you have further questions, please contact me at leslieburger@librarydevelopment.com.

A handwritten signature in black ink that reads "Leslie Burger". The signature is fluid and cursive, with a long, sweeping underline that extends to the right.

Leslie Burger
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