**RECOMMENDATION FOR WESLEY MARSHALL FOR**

**THE ENO LEADERSHIP DEVELOPMENT CONFERENCE**

Respected Mr.

It is my pleasure to write this letter of recommendation for my Ph. D. student, Wesley Marshall, for the Eno Leadership Development Conference. I have been working with Wes since 2004, when he started with his Master of Science at UCONN. Wes finished his master’s degree in the spring of 2006 and, fortunately for me, decided to continue for his doctorate under my guidance. Wes is an outstanding graduate student: in fact, I would rate him as one of the best graduate students I have advised or worked with in my 22-year career in academia, including several students with competitive fellowships and one former Eisenhower Fellow. This year Wes was awarded a fully Eisenhower Fellowship in recognition of his outstanding record of achievements.

Wes has excellent grades in his graduate work, but he really stands out for his motivation, creativity, and passion for his work. He truly wants to make a difference to the world. In the three and a half years that he has been at UCONN, we have worked on several different projects. His first project with me was a study of parking demand in different types of town centers in New England. Thanks to Wes’s excellent work, this study has been very influential, widely distributed and quoted, and has garnered interest not just from the academic community, but also from practitioners nationwide. He has been invited to give at least five talks and published (or have accepted for publication) three academic papers pertaining to his work on this project.

Since completing that research, Wes has worked on several different projects with me, including a study of ‘value-pricing’ for relieving congestion in Connecticut. He is very meticulous and organized, but he also understands the bigger picture - which is very important to getting the most out of any study. This is a very unusually combination of traits to find in a researcher, but especially one who is just beginning his career. I think this ability will serve him very well as his career advances.

Last year Wes taught an undergraduate class for which I served as his mentor. Typically, at UCONN we rarely entrust complete teaching duties to graduate students. But the faculty was sufficiently confident in the Wes’s ability that they did not hesitate when the idea was broached to offer him full responsibility for this class. I was very pleased with the enthusiasm that he brought to the task – he was constantly discussing with me creative ideas for class projects, and his students have told me how much they enjoyed the class. His teaching evaluation for this class was outstanding.

Wes is also an excellent citizen of the department, as he is very supportive of the junior students in the program and has served as a mentor to several students, both graduate and undergraduate.

I recently read Wes’s proposed plan of doctoral research and it is truly outstanding. It is innovative and important research that could have a huge impact on the practice of transportation planning and place making. He is studying how changes in community design since the 1940s might have affected road safety – this is a very innovative approach for looking at road safety since most conventional studies have focused on safety for individual road segments or intersection and have not looked at factors affecting road safety outcome for an entire community. The data shows huge differences from community to community that is not well understood. Wes has done his homework – his articulation of the research problem is clear and thoughtful, and he has identified and developed an outline for an appropriate research methodology for this problem.

Overall, it is my belief that Wesley Marshall is an outstanding candidate for the Eno Leadership Development Conference, and that he is worthy of the honor.

Thank you for the opportunity to write this recommendation.

Respectfully

Norman W. Garrick

Associate Professor and Director

Center for Smart Transportation