To Whom It May Concern:

I am pleased to provide this letter of recommendation for Charlotte Barbee. I have had the opportunity to work closely with Charlotte in her role as Business Operations Manager on my team within the Offices of the Chancellor and Provost at UC Davis, and I can confidently recommend her for her next professional opportunity.

Charlotte is an exceptional operations professional and leader who consistently looks for ways to improve processes, strengthen collaboration, and provide excellent service to her colleagues and campus partners. She approaches her work with a thoughtful and solutions-oriented mindset and has a genuine ability to identify opportunities for improvement and turn those ideas into meaningful results.

One of Charlotte's greatest strengths is her commitment to continuous improvement. She regularly evaluates the processes and responsibilities of her team and looks for ways to make them more efficient and effective. During the past year, she and her team managed more than 1,300 business operations cases, achieving a 97% completion rate, with 75% of completed cases resolved within five business days. She also helped oversee 110 Vendor Risk Assessment cases, many of which required coordination with our Information Security Office and additional levels of review. These accomplishments demonstrate not only her ability to manage a significant volume of work, but also her focus on providing responsive and timely service.

Charlotte also has a strong ability to identify practical solutions to operational challenges. For example, she partnered with our IET colleagues to streamline the Commencement Ambassador checkout process by implementing a barcode scanning system for parking validations and gift card distribution. This significantly improved efficiency and reduced delays during a large campus event. She has also demonstrated strong resource stewardship by finding creative ways to reduce costs while maintaining quality.

As a manager, Charlotte is supportive, approachable, and collaborative. She gives her team members the autonomy to perform their responsibilities while making sure they know she is available to provide guidance and assistance when needed. Her team knows they can bring challenges to her, and she takes the time to listen, understand the situation, and work collaboratively toward a solution.

Charlotte is also highly committed to developing both herself and those around her. She completed the Career Coach Institute program and earned her certification as a Certified Professional Development Coach. She also successfully completed The Wharton School leadership program, further strengthening her leadership, communication, strategic thinking, and professional relationship-building skills.

Another quality I particularly value in Charlotte is her ability to build effective partnerships across organizational boundaries. She has worked closely with teams across UC Davis, including her Business Operations team, ISO, and IET, to improve processes, communication, training, and service delivery. She and her team also developed and presented comprehensive training on the Vendor Risk Assessment process, creating an ongoing resource that continues to be available to staff.

Charlotte's most recent performance evaluation reflects the consistency of these strengths. She received an overall rating of Exceeded Expectations, with the same rating in nearly every core competency, including continuous improvement, problem solving, service focus, collaboration, communication, change agility, mission and vision focus, and stewardship. She received an Exceptional rating for continuous learning.

Charlotte has been an integral member of our team and has made significant contributions to our unit and the broader UC Davis campus. She is someone who brings intelligence, initiative, professionalism, compassion, and a genuine desire to make organizations and the people within them better. I have particularly appreciated her willingness to take on challenges, think creatively, support her colleagues and her team, and continually look for better ways of doing things.

I strongly recommend Charlotte for the position she is pursuing. I am confident that she will bring the same level of dedication, leadership, collaboration, and continuous improvement to her next role that she has demonstrated throughout her time with us. Any department would be fortunate to have her as part of its team.

Please feel free to contact me if I can provide any additional information regarding Charlotte's qualifications or experience.

Sincerely,

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