

May 20, 2017

Dear Business Record Women of Influence Review Committee,

It is with great pleasure that I write a letter of recommendation for Erin Mullenix for the Business Record Woman of Influence award. Erin is a role model for women at ISU because of her intelligence, tireless work ethic, passion to improve the lives of every day Iowans, and strong moral compass.

I have worked with Erin in her capacity as the Director of Data Driven Science at Iowa State University as well as on committees related to the Presidential Initiative for Interdisciplinary Research. In both settings I've had the opportunity to watch Erin's influence develop into natural leadership among diverse groups of scientists and administrators. Frequently, the Vice President for Research will pause whatever discussion we are having and ask Erin to weigh in on the issue from the vantage point of her current leadership position as well as her vast experience in community partnerships from the League of Cities and with the Homeland Security Emergency Management team. She is an excellent advisor and does not hesitate to share relevant examples of how she worked to improve processes, identify strategic solutions, leverage data to solve problems, and coordinate efforts across disparate groups. Her role at the university has had a substantial and significant impact on the scholarship produced around the signature theme of "Grand Research Challenges of the 21<sup>st</sup> Century". For example, in a recent federal grant application related to building 'smarter' communities, the academic focus and partnership plan grew directly out of Erin's prior experiences in the League of Cities and her strong desire to promote rural places and peoples. Erin's work at ISU expands and exemplifies the University's public, land-grant mission to support an engagement model for public higher education that is built around developing university-community partnerships as a force for transformational change in our institutions, restoring public trust, and demonstrating the relevance of the learning and discovery missions of our university (APLU, 2016). Erin's leadership helps us, as scientists, to more effectively give back to our communities and support Iowa families through fostering collaborations between the university, community organizations, business, and government agencies. And I appreciate that she makes her significant contributions while maintaining a positive attitude and upbeat demeanor. Erin is truly a Woman of Influence, and highly deserving of this prestigious award.

Sincerely,



Cassandra Dorius, PhD  
Human Development and Family Studies  
Iowa State University