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November 12, 2019

Hood College  
Delaplaine School of Business  
401 Rosemont Avenue  
Frederick, MD 21701

Dear Dr. Van Winter,

It is with great delight that I write in support of Dr. Ryan Safner for his third year review. I had the distinct pleasure of working with Ryan in the Delaplaine School of Business from his arrival at Hood in the fall of 2016 through the spring of 2019. Ryan's strengths as a teacher, scholar, and member of the community make him an indisputable asset to Hood College.

During the three years Ryan and I were at Hood together, I was in the unique position of having the office next to his. Ryan's passion for teaching was evident in our frequent conversations about ideas for projects in the classroom, how to encourage students to learn, and in the frequency with which our conversations led to improvements in my classroom teaching. Whenever I planned a new assignment or project in class, I would bounce it off Ryan first, to get feedback and determine the weak points.

In the classroom, Ryan encouraged students to pursue their interests in economics as well as increase their economic knowledge. In particular, his op-ed assignment, whereby students wrote opinion pieces on an economic topic requires students to connect theory to practice, something that is not easily achieved. Furthermore, Ryan encourages students to send their papers to the local newspaper. What a truly innovative way to encourage students to think critically and to engage students in current events.

Ryan constantly works to improve his courses. Last summer, he received an Academic Innovation Grant to create a series of tutorials to help students better learn R, a open-source statistical software increasingly popular among data analysts. Perhaps most notable is that Ryan was not trained in R in graduate school, but rather learned the new language on his own and then shared that knowledge with our students to keep his students at the forefront of data analysis. This project actually built on an independent study he conducted with a student who was interested in learning more about R. Ryan worked with the student to create detailed assignments with step by step instructions for students, furthering the ability of his students to become comfortable with the program.

In addition to working closely with each other and sharing ideas on pedagogy, teaching, and research, our office proximity meant that I witnessed many interactions between Ryan and his students. I regularly heard students come to his office with questions and witnessed his patience and diligence as he helped them figure out how to solve a particular problem. Indeed, Ryan's strength as a faculty member which students could approach was readily evident in the way he interacted with the students. His strength as a teacher scholar was further evident how his students routinely shared information learned from his class in one of my classes. His consistent efforts to engage students in the classroom and to expand his knowledge make Ryan an asset to Hood.

Ryan's work as a scholar is evident in his regular presentation at the Southern Economic Association Conference, his works in progress, and in his work with students. Ryan has established the foundation

for a healthy publication record. Perhaps the most relevant scholarly overseen by Ryan comes in his work with students. As a chair or committee member on a variety of departmental honors papers, Ryan fosters scholarship in Hood's students. In particular, his work last year with Eli Nicholson led to the publication of Eli's honors paper, a great achievement indeed.

Beyond his work as a teacher-scholar, Ryan is a committed member of both the Hood and Frederick Communities. Certainly, his committee work at Hood is remarkable considering that the first three years at Hood, he was a visiting assistant professor and not officially on the tenure track! That he was willing to undertake committee work starting in his first year at Hood, irrelevant of job title, is a testament to Ryan's commitment to the Hood community. Ryan's willingness to step up to chair the curriculum committee before he has even completed his third year review is indicative of his commitment to the Hood Community. In addition, he represents Hood College in the SPIRES committee in Frederick. These two examples are in addition to the plethora of other work that he does to support the Hood community. He became library liaison for the Department of Economics and Business Administration in his first semester, has attended innumerable admissions events, including teaching mini-courses during admitted students day. The consistent involvement with both the Hood and greater Frederick communities are further indications of why Ryan is an asset for Hood College.

A committed teacher dedicated to student success both inside and out of the classroom, a burgeoning researcher, and a generous contributor to the Hood and Frederick communities, Ryan has made an excellent addition to the Hood Community. It is without any reservation that I strongly support Ryan's third year review. Please do not hesitate to contact me by email at [erin.george@eeoc.gov](mailto:erin.george@eeoc.gov) or by phone at (202) 663-4727 if I can provide any additional information.

Thank you for your consideration.

Sincerely,



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