

Opal Reinbold, MBA
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San Diego, CA 92128

June 25, 2021

To Whom It May Concern:

By way of introduction, I am an adjunct professor for National University. Prior to my retirement in 2015, I was a healthcare administrator for 30 years. My most recent role was as the Chief Quality Officer for Palomar Health in Northern San Diego County for 9 years.

It is my pleasure to provide a recommendation for Zena McCartney. I have had the opportunity to have Zena as one of my students this year in three of her classes for her graduate studies.

Zena has been an outstanding student and has done very well in her course work. I found Zena to be dedicated, fully participative and engaged with the course and the other students.

I was very impressed with Zena's ability to synthesize the information we were learning, and then translate it into her own experience, and future leadership role and to share articulately with the group.

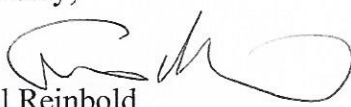
My courses are designed to engage the students through discussion questions, exercises, which included watching current TED talks and other videos, case studies and research papers and quizzes. The over-all focus of the course, and in each of these assignments, is to ask the students to reflect on their own experiences and how what they are learning may affect them as future leaders. Zena has been the top student in each of the classes that I have taught.

In all of the work that Zena has completed, she has gone beyond what was required, did additional research and provided very insightful observations based on her experience and reflections on how the course learnings would affect her as a future leader. Her work reflects a mature outlook and an ability to translate the material to practical examples.

I feel Zena would be an excellent candidate and that she brings a natural leadership style, excellent communication skills, hard work and true commitment to the work she does. I would unconditionally recommend Zena.

Please let me know if you have any questions or need more information.

Sincerely,



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