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To Whom It May Concern:

Kristin Garrison is a 2020 graduate of the Masters in Strategic Fundraising and Philanthropy (M.S. SFP) program at Bay Path University (BPU). She graduated with a GPA of 4.0.

Kristin completed fund development courses such as Annual Giving, Resource Development Management, and Relationships, Communication and Philanthropy in addition to a number of required courses that solidified her knowledge and experience in support of securing philanthropic revenue with a donor-centered approach to the work. Knowing how important it is for a philanthropic professional to understand nonprofit finance, Kristin completed a course in nonprofit finance as well as a strategy course that provided her with an array of strategic decision-making tools to assess and plan an organization's future.

The M.S. SFP program at BPU is an applied graduate degree that enables students to take theory to practice in real-life application of gained knowledge. Kristin excelled not only in her ability to fully understand a number of theories and frameworks in support of the field, but also her application of them to a nonprofit organization. Kristin has very strong analytical and assessment skills, as well as compassion and a true commitment to mission-based work. If Kristin does not know something she is proactive and thorough in her search for what is needed.

One great example is the capstone she completed for her degree. All of our students are required to take a course in board governance. Kristin has extensive experience in governance as both a director on a number of nonprofit boards and a founder of a 501© (3) organization focused on serving youth with ADHD and their families. She was very interested in researching the board's role in support of fund development and developed a study focused on board members of small nonprofit organizations (annual budget \$1.0 million or less). After a thorough literature review, she developed an interview protocol and secured primary research data that enabled her to assess their knowledge and develop a set of recommendations in support of this important function of nonprofit boards.

The applied capstone project completed by all of our graduate students, in many ways, is very similar to the type of work done in the field when looking to develop a new program, a fund development plan and/or research and write grants to support programs and services. It requires the ability to do research, interview, assess results and develop a set of recommendations. Kristin excels in her ability to thoughtfully do what is needed to help organizations understand their needs and work collaboratively with them to develop solutions.

I am very confident Kristin will continue to do excellent work and happy to serve as a reference for her.

Sylvia de Haas-Phillips