

#### Application Related Information

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Application: Application Incomplete  
Grad Program Applying To: MPA

Iteration Name: 202410\_GR\_G  
Program Name: MPA

#### Recommendation Information

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Recommended By: Elizabeth Fitzgearld  
Recommenders Institution: Clark County Volunteer  
Lawyers Program  
Waive Access to Recommendation Ltrs: I choose to waive my right to  
review this recommendation.  
Recommendation Form Submitted: ✓

Recommenders Title: Executive Director

Contact Name: Charlotte Dudley

Recommendation Waiver Choice: I choose to waive my right to  
review this recommendation.

Recommendation Status: Received

Received Date: 06/21/2023 08:11 AM

Recommender Assessment: I recommend this applicant  
without reservation.

Recommendation Type: General

Recommender Form: MPA Letter of  
Recommendation/Form

Recommendation Entity ID: 1024000109961846

Recommendation Owner: Josephine Bernier

#### Recommender Form Questions

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How long have you known  
applicant:

5 years

Applicant ability as self-directed learner: By the nature of the size of  
our organization when Charlotte worked with us (she  
was one of 4 employees including myself), much of her  
role required her to set her own tasks, timelines, and  
systems of accountability. She had to work independently  
quite a lot and had absolutely no problem doing so.

Time since last contact with  
applicant:

1 week

Applicant as productive member of group: While Charlotte does  
outstanding work independently, a large portion  
of her work was managing collaborative efforts  
(programs, presentations, and the overall service delivery of  
our organization) with others. She shares space with others,  
but will also step up if leadership is needed. Charlotte has never failed to  
be fully effective and productive in collaborative  
projects.

Relationship with Applicant:		Applicant most significant strengths:	Charlotte has personal traits (honest, authentic, engaging) that make working with her a delight. But she also is an unrelenting learner. She has never said "I can't do that because I don't know how to do that". Rather, she says "Give me a few days to figure this out" and then gathers the tools and resources to be successful. Charlotte also thinks in systems, and even as an employee of our nonprofit, regularly asked about impacts to the budget, labor protections, and overall alignment with our mission with any significant decisions she made. She recognizes the separate moving parts that are necessary for social and public service.
	I supervised her for 1.5 years		
Ability to complete rigorous grad program:	Outstanding	Responsibility/reliability:	Outstanding
Communication Skills - Oral:	Outstanding	Communication skills - written:	Outstanding
Service Orientation-sensitivity/empathy:	Outstanding	Ability to work independently:	Outstanding
Ability to handle stress:	Outstanding	Ability to think critically:	Outstanding
Ability to analyze/problem solve:	Outstanding	Ability to think creatively:	Outstanding
Openness to feedback:	Outstanding	Potential for leadership:	Outstanding
Ability to work in a team:	Outstanding	Personal/professional reflection:	Outstanding

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Description Information

Description:

Form URL: <https://evergreenstatecollege.radius>

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Other Information

Created Time: 06/04/2023 03:52 PM

Created By: Josephine Bernier

Modified Time: 06/21/2023 08:11 AM

Modified By: Josephine Bernier

June 21, 2023

**RE: Recommendation of Charlotte Dudley as applicant to Master of Public Administration Program at The Evergreen State College**

To Whom It May Concern,

It is my pleasure to offer my unreserved recommendation of Charlotte Dudley for admission to the MPA program at The Evergreen State College.

Charlotte is a kind, intelligent, and passionate person and no doubt will receive recommendations from people representative of her many engagements in our community. I imagine those recommendations, paired with Charlotte's application, reflect different aspects of her experience, community relationships, and qualifications. I therefore am honored to highlight her work pursuing equitable access to justice.

In August 2018, Charlotte joined our organization as our program coordinator, specifically overseeing our Housing Justice, Elder Law, Debt Defense, General Law, and Immigration programs. She also served as the staff person responsible for liaising with our community partnership programs (those based at partner organizations, but which utilize our volunteer attorneys for services). These partnerships includes YWCA Clark County (providing family law services to survivors of domestic violence), Graduation, Reality & Dual Roles Skills (GRADS) program with local high schools for student parents (providing legal rights, resources, and assistance to minor parents), Department of Children Youth and Families (providing family law services to establish secure parenting of children for whom Child Protective Services had found abuse or neglect), and Clark County Veterans Assistance Center (supporting veterans in all aspects of civil legal needs).

As the program coordinator, Charlotte was tasked with both conducting direct intakes and scheduling with clients as well as overseeing the work of the volunteer attorneys providing services. Additionally, Charlotte represented our organization at coalitions, consortiums, community events, and in presentations about our services to community groups. It cannot be overstated how easily Charlotte balances these two very different worlds. With grace, humor, and authenticity, she connects easily with lawyers (an oft difficult group to engage with), judges, and people in traditional positions of power. Yet with an imperceptible shift, she conducts 'on the ground' work with clients and community members in a way that honors their experiences, is never reductive or dismissive, and causes those she works with to feel heard and cared for.

Charlotte de-escalates conflict without trying, or if she *is* trying, she doesn't let on. When she enters a space, the tension immediately dissipates, and her measured and respectful tone is infectious. She hails from a lengthy background of community organizing and systems transformation, and this is evident in how effortlessly she brings people and their perspectives to the table. Clients share their experiences with Charlotte in greater detail, depth and trust than I have rarely witnessed elsewhere. When she speaks with attorneys about how they might improve their approach with our clients, or with judges about barriers our unrepresented clients face in the court, she manages to do so in a way that keeps everyone's porcupine quill reflexes at bay. Folks are ready and willing to engage with Charlotte, and her authentic way of being is the primary driver in those relationships.

I have worked in social services for many years, and have often seen people who have a great deal of heart pursue MPAs because it seems like a natural next step. They then realize too far in that they prefer the direct program work they were doing and have little passion or aptitude for systems administration and change.

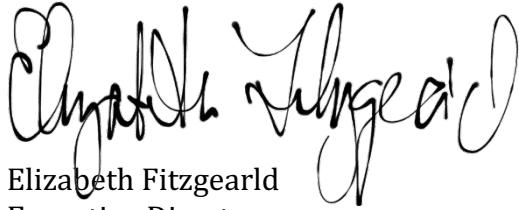
Charlotte is in no way in this boat. Charlotte came to our organization with more experience managing complex programs and systems, often with public/private partnerships, than I had. Fortunately for us, she was at a point in her career where she wanted to take some time to do small program administration, and our entire organization is forever grateful she chose to spend those years with us. When Charlotte told me she was applying for this program, I wasn't surprised in the least. Public Administration, and specifically the culture of The Evergreen State College seems specifically designed to uplift Charlotte's strengths. She knows the work, she understands the system, and she sees the pitfalls. She walks into this career choice with eyes wide open, and yet a fully brimming heart, and that awareness of what is to come should not be shortchanged.

Charlotte also knows her convictions. Moreover, she knows why she has those convictions and the people helped and harmed by them. I have no doubt she will only grow her capacity as an inspiring and thoughtful leader. But I also imagine whatever field she enters next will significantly change because of her participation in it. We need more administrators, regardless of their chosen industry, to regularly ask "why" and "why not". Charlotte will not only do this herself but inspire others to do it as well. I am proud to know and care for Charlotte, but also to bear future witness to the role she will play in dismantling systems of oppression and empowering her full community to participate in it successfully.

I am grateful for the opportunity to speak transparently about Charlotte Dudley as a transformative member of our local legal community. In all my interactions with her, she

exudes confidence that courses with self-reflection, and sincerity that radiates warmth. I am honored to know her and work alongside her. I invite any questions or a further discussion about my recommendation. Please feel free to call me at 360-281-1809 or email me at [elizabethf@ccvlp.org](mailto:elizabethf@ccvlp.org).

Sincerely,



Elizabeth Fitzgearld  
Executive Director