

January 14, 2016

Re: George Hayward

Dear White House Hiring Committee,

I write to enthusiastically recommend George Hayward, a 2L at Stanford Law School, for an internship in the White House. I do so in the highest possible terms and without a single reservation. George is committed to public service. His academic and personal achievements are extraordinary. He would make a fantastic addition to the White House staff.

I got to know George when he was a student in my 30-person Legal Research and Writing course, a required first-year course at Stanford Law School. In the course, students learn the fundamentals of legal reasoning, research, and writing. They grapple with complicated, conflicting facts that raise difficult ethical and legal questions. And they write two predictive memos and one persuasive brief.

George's work placed him at the very top (~15%) of my class. Through the quarter, I saw George transform from a new law student into a fantastic legal writer. George approached each of his assignments with great care. His final assignment—a clean, precise, and effective brief—received one of the highest numerical grades in the class. George's clear, uncluttered, and strong writing was a joy to read.

George was also a pleasure to have in class. He participated regularly with insightful, helpful, unpredictable comments that always elevated the level of discussion. I could always count on George to be prepared and to offer his thoughts on the topic of the day. Anyone who meets George can see that he is not only a diligent student, he is professional and mature as well.

Given what he had already accomplished before coming to Stanford, I'm not at all surprised that he's done so well here. George has an extraordinary and inspiring personal story. George's father was ill when he was younger, and eventually passed away. His mother worked as a bus monitor while his father was unemployed. The family struggled financially, but George won a full scholarship to Phillips Exeter Academy and went on to Harvard College. He helped put his brother through school and he supports his mother. He's now doing a joint degree between Stanford Law School and Stanford Business School.

For someone so early in his career, George has unusually strong work experience in both the public and private sectors. He was a legislative intern in President Obama's Senate office, where he focused on veterans' affairs and defense. This past summer, he worked on consumer protection issues for the California Attorney General. In the private sector, George

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was an investment banker at Morgan Stanley New York, where he worked with city and state officials on public finance for infrastructure projects.

George also has a long history of involvement in politics. He was a fourteen year-old door-knocker for the Howard Dean campaign. He did field work for John Kerry and Carol Shea-Porter. He did field and voter protection work for President Obama (in both elections). He worked on Cory Booker's Senate campaign. He has organized for New York City races. The Democratic National Committee selected George as a Hope Fellow in 2013, and the New Organizing Institute accepted him into its Data Bootcamp in 2014.

On all of these accomplishments, I would gladly recommend George for any job. But I haven't even mentioned George's best qualities yet. Throughout the courses I teach, I'm lucky enough to spend significant time interacting with my students one-on-one. I got to know George in individual meetings about his written work and in meetings outside of class. I've spoken with George many times about his past, about his goals, and about politics. Simply put, George is a gem. He is a pleasure to speak with. I imagine he would be equally a pleasure to work with. He is an unusually thoughtful, kind, and engaged person. He has an easy smile and an energetic presence.

George would be an incredible asset to the White House. I honestly can't think of someone better suited. He is a careful writer and a deep thinker. He has experience in politics and in the private sector. He is resilient. He is devoted to public service. He's been a leader throughout his life. He takes feedback well. And he has a fantastic work ethic.

I recommend that you hire him.

Please feel free to contact me anytime.

Sincerely,

A handwritten signature in black ink, appearing to read 'JWT' with a stylized flourish.

Justin Weinstein-Tull