

To Whom It May Concern:

Without question, Rachel Ooi has been one of the most impressive young women that I have worked with. Before even meeting, stories of her initiative in advocacy meetings and eloquent approach to difficult conversations with Congressmen and Senators alike made me sure that she would be essential to UNICEF USA's work in the greater Nashville area. She has thus proven me more than correct.

When I first came into the role of Community Engagement Fellow with UNICEF USA, I looked to dedicated volunteers and supporters to help grow the presence of the organization in Middle Tennessee. Rachel was a steadfast member of our team from the very beginning. She quickly assumed a leadership role that she flourished in as the year continued. Her persistence in recruiting individuals to support UNICEF's work was crucial for the massive growth we have seen locally over the two years that I spent in the role. Additionally, the quiet strength that Rachel has demonstrated as a leader has encouraged others to become more engaged and creative in their support of the organization.

Watching the growth that she has undergone since our first interactions has also blown me away. Where at first, she was reserved and cautious, she has since become confident and perceptive about the individuals that we incorporate into our team. Rachel was able to build her own UNICEF Club from scratch at her high school, and their rapid growth in numbers and impact is truly a reflection of her ability to connect with people. Rachel always acts with empathy when approaching situations in which she is actively managing others, something rare in young students. With Rachel, I am consistently confident that she will not only get tasks done but will inspire those around her to take action in meaningful ways, and thus she has had a very large impact on our efforts for UNICEF USA in Nashville.

Rachel would be an exceptional selection as a Morgan Stanley Intern. I see Rachel as an individual who will become an impactful and impressive member of our society, thus any program would be lucky to have her as a participant.

Please feel free to contact me with any questions about Rachel Ooi. I would be happy to discuss her achievements further.

Best Regards,

A handwritten signature in black ink, reading "Phoebe Castelblanco". The signature is fluid and cursive, with the first name "Phoebe" and last name "Castelblanco" clearly distinguishable.

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