

March 29, 2010

Applicant Review Panel  
California's Citizens Redistricting Commission  
Voters FIRST Act  
Bureau of State Audits  
555 Capitol Mall, Suite 300  
Sacramento, CA 95814

Re: Applicant Elaine W. Kuo, Ph.D., 8222

Dear Members of the Panel:

I have known Dr. Elaine W. Kuo (8222) since 1997 when we started at the UCLA Graduate School of Education and Information Science. We also worked together at the UCLA Office of Undergraduate Evaluation and Research for two years. Throughout the 12 years of our personal and professional relationship, Elaine has shown herself to be one of the most capable, intellectually flexible, and diplomatic individuals that I have had the opportunity to work with.

Elaine can not only set aside personal interests and biases to achieve a broad objective but she can also move a group of people toward consensus in furtherance of this broad objective. For example, while Elaine is passionate about ensuring equal educational opportunities, this passion derives from a strong commitment to fairness in our society. Many times, she has demonstrated the ability to balance these two values and to lead others toward more clear-headed analysis. In heated debates on the application of affirmative action in college admissions, Elaine's contributions directed the discussion away from the anecdotal toward more productive consideration of broader social or statistical principles. In the matter of redistricting, I have never heard her voice any opinions or biases that would undermine her ability to be fair, impartial, and objective.

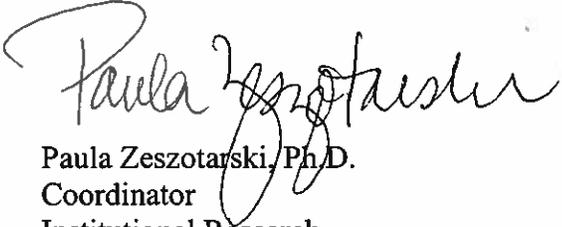
Elaine is a great communicator and has the ability to make meaningful connections with people of different races, ages, and socio-economic levels. She is outgoing without being domineering and is able to draw out more reticent individuals. Her professional presentations are thoroughly engaging and she can explain complex policies and technical material to audiences who are not familiar with the subtleties of relevant sociological theory or statistical principles. Elaine's experience living in both Northern and Southern California as well as in a variety of communities throughout the State (Oakland's Chinatown, Cupertino, Mountain View and Los Angeles) provides her with a unique perspective on the diverse communities of our State.

Elaine has an amazing ability to retain enormous amounts of detailed information and draw upon it in her written and spoken communication. She possesses solid statistical skills and can use advanced statistical processing software as well as Excel. Her experience administrating and reporting results from student surveys has heightened her knowledge in the subtleties of inferential statistics. She can articulate the more abstract theoretical

possibilities in the most mundane quantitative data. She is able to weigh both the spirit and letter of the law in considering various types of policies.

I give my highest recommendation for this applicant to the Commission. I had hoped that she would join the Institutional Research team at the UC Office of the President but I do want her to find a position that best suits her considerable expertise.

Best,



Paula Zeszotarski, Ph.D.  
Coordinator  
Institutional Research  
University of California Office of the President  
Redacted

