



KELLEY SCHOOL OF BUSINESS

INDIANA UNIVERSITY
Undergraduate Program

To Whom It May Concern:

I first met Payne Vogtman in the fall of 2020, when he was assigned to my advising caseload. We hit it off immediately, and we've met regularly since then to chat about his academic plans, professional possibilities, and life in general. In my job as an academic advisor, there aren't many students I get to know well enough that I'm comfortable writing a letter of recommendation for them. When Payne asked me to write this letter, I said yes without hesitation.

Within the first few minutes of our first conversation, it was clear to me that Payne was a confident, driven, and professional young man who was going places. By our third meeting, it became obvious that his fluid intelligence was off the charts. The Kelley School is full of exceptionally bright, talented students, and over the past eight years I've gotten to know hundreds of them. Payne is the most intelligent student I have ever worked with, by a wide margin. When speaking to colleagues, I regularly referred to him as "the genius on my caseload."

Payne is a true polymath, in that he seems able to become an expert in any area with ease. He completed an unheard-of *three* bachelor's degrees simultaneously, regularly taking on an academic load twice as heavy as the average Kelley student. His GPA isn't what you would expect from a genius, but that's because, refreshingly, grades aren't his top priority. He is motivated almost exclusively by an intrinsic desire to learn and to take on new challenges.

But this is no ivory-tower intellectual. Payne is creative and entrepreneurial in both mind and temperament. He sees opportunities everywhere, and he is always looking for the next challenge. He isn't content to simply come up with novel ideas; he wants to implement them and see them through to completion. For example, in addition to his heavy academic load, he somehow found the time to create his own nonprofit organization. He also pushes boundaries, constantly questioning whether the way things have always been done is the way they *must* be done.

Finally, Payne is a consummate professional and a pleasure to work with. He is unfailingly upbeat and agreeable. He not only accepts constructive criticism but actively solicits it, always on the lookout for ways to improve himself. He is forthright in sharing his opinions and assessments, yet respects and values those of others. He manages to avoid the classic pitfall of the highly intelligent: assuming that he is always right. If anything, Payne's default belief is that he always has more to learn.

In summary, Payne Vogtman is creative, driven, professional, agreeable, and brilliant. I recommend him for your graduate program without hesitation and in the strongest possible terms. If you have questions or would like to discuss this further, please feel free to contact me.

Sincerely,

Michael Grubb

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