



*Office of the Vice President
Corporate Environmental Affairs and Product Safety*

*294 Route 100
Somers, NY 10589 0100*

February 19, 2014

Sent via Fax and Electronic Mail

The Honorable Patrick J. Leahy
Chairman, Judiciary Committee
United States Senate
224 Dirksen Senate Office Building
Washington, D.C. 20510

The Honorable Charles E. Grassley
Ranking Minority Member, Judiciary Committee
United States Senate
224 Dirksen Senate Office Building
Washington, D.C. 20510

Dear Senators Leahy and Grassley:

I'm writing to express my enthusiastic support for the nomination of John Cruden to serve as Assistant Attorney General, Environment and Natural Resources Division, at the U.S. Department of Justice.

I have come to know John well during the last two and one half years. In addition to my role at IBM Corporation, I served as Vice Chairman of the Board of Directors of the Environmental Law Institute (ELI) and Chair of the Board's Finance Committee when John was hired as ELI's President in June 2011. I worked closely with John on several occasions from then until my departure from ELI's Board of Directors in December 2013.

I have been thoroughly impressed not only with John's professional skills but also with his personal demeanor on all occasions. John exemplifies leadership. During my experience working with John, he has been attentive, prepared, thorough, and fair. John earned respect quickly at ELI, demonstrating an extraordinary ability to meaningfully engage people at every level of the organization. John showed great diligence and capability in discharging his professional responsibilities. At the same time John showed he cares deeply about people. The way in which John courteously related to people of all backgrounds and points of view has made him a role model to me.

John conducted himself as I've described no matter how challenging or contentious an issue may have been. John is a man of great personal integrity. He sought and considered all sides of topics during his leadership of the Environmental Law Institute. He ensured ELI reached out to its many constituents across the legal profession, government, non-governmental organizations, and business. I've seen John bring out the best in people. I've seen him demonstrate conviction and resilience, equity and good judgment. He is a uniter. Our nation is most fortunate to have mature leaders of John's caliber willing to serve the public interest.

Sincerely,



Wayne S. Balta

Vice President
Corporate Environmental Affairs and
Product Safety