

December 2, 2024

Dear Committee Members and Colleagues,

It is a pleasure to nominate Ellen Peters for the Association of Institutional Research's (AIR) Outstanding Service Award for 2025. Attached are additional letters of support from colleagues past and present that attest to her substantive and enduring contributions to the profession in general and to AIR in specific.

Ellen's impact on institutional research is felt far beyond the institutions she has worked with and the organization at which she now works. Ellen has been an active member and leader in AIR for more than two decades. During this time, Ellen has been a consistent presence and presenter at Annual Forums and has served on the Board of Directors, including as President in 2017-18. During her tenure as President, she worked to institute a Board annual review and streamlined agendas and communications to make the Board not only more effective and efficient, but to make Board activities more accessible and transparent to the membership. She has persistently and eloquently advocated for changes to the Nominating Committee that increase the diversity of Board nominations and continues to work with the Board as a policy governance and development trainer. I know that sounds like a small thing, but in practice, it is not. Ellen has remained committed to helping ensure that the Board of Directors has an active, living system of policy governance that clearly articulates how to lead and manage the organization. As a result, the Board adheres to a collectively agreed upon set of principles that guides its actions, including making decisions quickly during a pandemic, working strategically with the AIR staff and CEO, and providing valuable resources to AIR members. In addition, Ellen has contributed broadly to our field through her service to several important affiliated groups. She has served on the Higher Education Data Sharing Consortium (HEDS) Board, as a Teagle Assessment Scholar, as a NSSE Advisory Board member, and has been a member of the Higher Education Committee of 50. She also serves as a peer evaluator for the Northwest Commission on Colleges and Universities, and has been involved in NEAIR, PNAIRP, and COFHE. In every instance, Ellen works to highlight the work that institutional researchers do to improve higher education.

I am positive the letters of support that follow this one will further delineate Ellen's many contributions to the field and to AIR, so I hope you will permit a small diversion from the traditional letter of support. We rarely read in vitae, cover letters, or personal statements about the *other* kinds of successes that can be so important to work in our field--the brave and beautiful ways institutional researchers get themselves through last minute ad hoc requests, extra service obligations, contentious faculty meetings, ambiguous external requests, interactions with challenging colleagues, and other struggles that we share. That is a shame, because each of these are opportunities to rise up amidst daily adversity and make brave choices that allow people to grow, to improve, and make our community better. I mention this because while Ellen's curriculum vita is full of accomplishments that clearly highlight her leadership and solidify her qualifications for the AIR Outstanding Service Award, what it does not highlight are the many occasions she worked with her colleagues to de-escalate tensions; to reframe a problem and find a productive path forward; the ways in which she gently but

firmly advocates for equity and inclusion; or the times she has pushed us to think deeply and intentionally about how best to interpret and integrate meaningful data into discussions and decisions.

Ellen is someone who has continuously helped AIR members thrive and find meaning in their work. For our new members who are searching for something that helps make AIR feel like their intellectual “home”, they would be hard pressed to find a better example than Ellen. Her intelligence, compassion, and strength make her an ideal mentor and source of support. Ellen brings a broad set of successes to her work in IR, but it is the creative and enlightened ways that she has navigated what is often unseen or difficult--and her willingness to share that knowledge in ways that support and draw others in--that sets her apart.

Thank you in advance for your consideration of Ellen’s nomination for this honor. I am lucky to call her both a colleague and a friend, and I am thrilled to nominate her for the AIR Outstanding Service Award.

Sincerely,

Laura Palucki Blake  
Assistant Vice President for Institutional Research and Effectiveness  
Harvey Mudd College



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Awards Committee  
Association for Institutional Research  
PO Box 13739  
Tallahassee, FL 32317

December 2, 2024

Dear Awards Committee Members,

It is a privilege to write in support of C. Ellen Peters for the AIR Outstanding Service Award. I have known Ellen as both a colleague and a friend for over 25 years and can confidently say that her dedication to the profession and the Association is unwavering and is ingrained in all she does. Others will surely write about Ellen's dedication to assessment and inclusion, how she consistently "calls in" those whose voices might not otherwise be heard, and how she passionately advocates for a liberal arts education. I'll reflect on my colleague who has become a treasured friend.

I first got to really know Ellen when we served on the Northeast AIR Steering Committee together, almost 20 years ago, when I was President. I quickly learned that I could count on Ellen to take on a project and to make sure it was done, done well, and done in a way that brought out the best in all involved. As we worked together on a variety of committees over the next decade or so, I learned that this was just how Ellen is - hard working, dedicated, fair, inclusive, enthusiastic, and deeply passionate about her work and our collective work.

I was thrilled when I learned that I would be serving with Ellen on the AIR Board - not only because I knew how much I'd learn from her but also because I knew she would make it a rewarding (and fun) experience. Little did I know the fire hose of knowledge she was about to share! She quickly brought me up to speed on the things that were the goals for the year she was President and soon had me listening in on her meetings with the AIR Executive Director to plan for Board meetings. Her style was one of action grounded in policy governance, making sure we as a Board were doing our homework, thinking about what was important for the Association, and doing so within the bounds of our roles. Ellen's inclusive nature (and fealty to the role of the Board as a voice of the members) led her to initiate a round of listening sessions, held at gatherings of IR professionals around the US, with appropriate funding for not just the sessions but also a formal qualitative analysis of the data collected there. Ellen also oversaw the transition of the first ad hoc IR of the Future Committee to a standing committee during her time as President, recognizing that the field was changing and that it was the responsibility of the Board to ensure that the Association's mission (the Ends Policy) continued to reflect that and to do so on an ongoing basis.

Under Ellen the Board met face-to-face three times - once for Policy Governance training and then two additional two-day meetings. Each of these provides an insight into Ellen's caring and creative leadership style. Drawing on her extensive experience in community theatre, Ellen made sure that both the Board and key staff members attended the policy governance training, ensuring that we received the same message and thus could all know the "rules of the road" under policy governance and play our respective parts. For our first actual Board Meeting, it was important to Ellen that the Board see where the Executive Office was located and visit with the entire staff, so we held the meeting in Tallahassee. She recognized that the staff had experienced major changes - an office move due to a fire and a change in the Executive Director - and that what they needed from the leadership of the Board was to be recognized and valued for who they were. As our Board year progressed, it became clear that one of us, Cliff Adelman, was declining in health. Ellen drew on her

ability to improvise as she juggled agenda items to ensure that the things he cared most about were discussed when he was able to be at the table, and then to improvise once again when he passed away just before the Forum and we needed a way to recognize that.

I knew that I had HUGE shoes to fill (figuratively) when I stepped into the role as President but, as always, Ellen was there to be a sounding board and to take on the projects that needed to get done. She led a transformation of the rubric for nominations and ensured that the committee's charge and the rubric were in sync with each other. She convened a group of past AIR leaders to look at how we could promote institutional memory and continuity, creating a "Board Buddies" system as well as prompting a change in how the Board monitored itself. Ultimately, that work led to the changes made several years later that allowed for consecutive service and a Board elected chair.

As Ellen and I transitioned off the Board, we continued our friendship and collaboration, eventually leading training in Policy Governance together. This provided an opportunity to see Ellen in a new way - as a collaborator. We spent hours brainstorming, creating activities, and developing a curriculum of sorts. I looked forward to our planning meetings because I knew that they would be both an opportunity to get work done and an opportunity for me to learn new ways of working and thinking. Ellen is both methodical and strategic - she can see the whole picture, know each of the major points that need to be addressed and then be sure that every detail is taken care of to make that picture a reality. I cannot count the number of times she would pause, sit back in her chair, and say "What if we thought about it this way?" And usually that was the approach that brought our work into a clearer focus.

Ellen and I might seem like an unlikely pair. She has spent her career at independent institutions while I've spent mine at public ones. She has experienced small offices and I lead a very large one. I'm a bit more folksy and she's more elegant. For much of our time as colleagues we lived thousands of miles apart and saw each other once a year. Yet we have forged a friendship grounded in our love of our profession and our dedication to AIR, and I know that this is not unique to me. Over and over she has been there to listen and brainstorm, for me and for so many others, and because of that AIR and the IR profession have been changed for the better.

Sincerely,

A handwritten signature in black ink that reads "Michelle Appel". The signature is fluid and cursive, with the first name "Michelle" and the last name "Appel" clearly distinguishable.

Michelle Appel

December 7, 2024

Outstanding Service Award Committee  
Association for Institutional Research

Dear Committee Members,

I am writing this letter to support the recommendation that AIR recognize Ellen Peters for the Outstanding Service Award.

This award recognizes a member for making substantial and impactful contributions to AIR.

Over thirty years ago I made one of the smartest decisions of my career – I hired Ellen as assistant director in our small institutional research office. It was her initial job in an IR office, but she didn't hesitate. She jumped in and willingly took on whatever task was assigned, often having to learn along the way, with the goal of producing outstanding results. That is Ellen! That is the way she has approached her three decades in IR. I feel fortunate to have been able to contribute to the beginning of Ellen's IR career and dedication to institutional research.

From the beginning Ellen was interested in AIR and became an active member. She served on various committees before being elected to the Board of Directors in 2012 and eventually becoming President of AIR. Among her accomplishments as president, she was instrumental in hiring and transitioning the Association to a new CEO as well as instituting Board annual reviews. Ellen continues to contribute to the Board by training and mentoring its new members in Policy Governance.

Not only has Ellen made significant contributions to the Association, but to the field in general. She served on the board of the Higher Education Data Sharing Consortium, and for many years she was actively involved with the North East Association for Institutional Research, the Pacific Northwest Association for Institutional Research and Planning, the Northwest Commission on Colleges and Universities, and the Higher Education Committee of 50. She served on their committees, chairing many. She maintained an open mind, but didn't hesitate to facilitate the hard conversations needed to guide her colleagues' decision making.

I know I am not alone in my gratitude to Ellen for her dedication to AIR and for her impact on the profession. It is my privilege and pleasure to support the nomination of Ellen Peters, my long-time colleague and friend, for the AIR Outstanding Service Award.

Sincerely,

Peggye Cohen  
Assistant Vice President Emerita for Institutional Research  
George Washington University



**BOISE STATE UNIVERSITY**  
**OFFICE OF INSTITUTIONAL RESEARCH**

December 3, 2024

Dear Awards Selection Committee Members,

I am writing to join my esteemed colleagues in strongly supporting the nomination of **C. Ellen Peters** for the Outstanding Service Award of the Association for Institutional Research (AIR). For over two decades, Ellen has served the higher education community and elevated the role of institutional researchers through her leadership, advocacy, and zeal for the profession.

Ellen has served AIR in a host of ways over many years, including multiple terms on the Board of Directors and as Board President. During her tenure as president, she led a significant revision of the Ends Policy, which provides the overall direction for the association. She approached this complex task with meticulous planning and a commitment to engaging both the board members and the Executive Director/CEO. The result was an Ends Policy that was clear, meaningful, and measurable, a tangible and substantial contribution to the profession.

Beyond her substantive contributions as president, Ellen's leadership style is truly inspiring. She handled delicate situations that arose with care and kindness and with a focus on consensus-building. I recall a particularly challenging board meeting where the discussion was intense and a Board member was visibly struggling. She handled the situation with humanity and love and ensured the individual's dignity was preserved. It was an act of leadership like none I have ever witnessed. What a model for us all.

Another of Ellen's most remarkable qualities is her commitment to fostering collaboration and sharing knowledge. She embodies the spirit of "better together," willingly offering support, mentorship, and expertise to her peers and contributing to the growth and development of new and seasoned professionals alike.

Overall, I believe that Ellen Peters has made extraordinary contributions to AIR and the field of Institutional Research in tangible and intangible ways. Her involvement in our field has positively affected the profession of IR and the individuals in it, and her leadership illustrates a kind of grace and goodness that could serve as a model for anyone. I sincerely urge you to select Ellen Peters as the recipient of the Outstanding Service Award.

Sincerely,

Shari Ellertson, Ph.D.  
Senior Executive Director, Institutional Effectiveness



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December 5, 2024

Dear Review Committee for the OSA Award:

I write to support the nomination of C. Ellen Peters for the 2025 AIR Outstanding Service Award. Over my 30-year+ tenure in the field of institutional research, I have gotten to know and interact with Ellen at many AIR, NEAIR, and other IR-related events. Over her career, Ellen's many contributions to the IR profession are notable and they make her a strong candidate for the Outstanding Service Award.

I first met Ellen when we were both in NEAIR, she at Bates College and me at The University of Delaware. We both learned much and became deeply entwined in tasks related to IR and Planning, and I know that Ellen grew to enjoy her service to the profession very much. She was a member of the NEAIR Steering Committee, served as the Associate Program Chair in 2006, and on the NEAIR Best Paper Committee.

Ellen allowed her IR skills and interest in service to shine when she took on roles at The University of Puget Sound, first as Director of Institutional Research and on to Associate Provost for IR, Planning, and Student Success. Along with additional service work with the Pacific Northwest regional group PNAIRP, her leadership was affirmed through such tasks as leading her university through accreditation, founding a Data Standards Committee and originating a Student Success Task Force. In January 2024, Ellen moved to the Council of Independent Colleges to serve as the Director of Strategic Research and Assessment. I have no doubt that she will remain active in service work.

Although I knew Ellen before, I came to know her better when she actively took on multiple important roles for AIR, including the Board presidency in 2017-2018. Beyond the service she offered as AIR president, she was also a member of the AIR's US News Advisory Committee, and was a member of the eAIR Newsletter editorial task force. In total, during her time as an AIR Board member from 2012 to 2019, Ellen led or participated in many important events such as transitioning to a new CEO and instituting the process of an annual Board review. Further, Ellen has extended her commitment to service through numerous presentations and publications related to her work in IR and assessment.

Importantly, Ellen served as a co-instructor for AIR Board Policy Governance Training in 2022 and 2023. I personally benefitted from her friendly style and welcoming disposition that helped me and other Board members better understand the nuances of Policy Governance and its application to AIR Board governance. I believe her motives for engaging in the Policy Governance training were not for her benefit, but instead to abide by her deep desire to help others, and in this case, to help other colleagues grow in their knowledge and ability to apply the principles of this organizational management.

Collectively, Ellen's knowledge and active participation in so many areas of institutional research and planning strongly support her strong fit for the AIR OSA Award. Her accomplishments are wide ranging and her actions have benefitted many in AIR.

Sincerely,

*Karen*

Karen L. Webber, Ph.D.

Professor Emeritus, UGA AIR President 2022-2023

December 2, 2024

Dear Award Selection Committee:

I am writing to support C. Ellen Peters nomination for the Outstanding Service Award (2025). The contributions of Ellen Peters to the field of Institutional Research over the last two plus decades are innumerable. As this letter and the accompanying letters from our colleagues attest not only to the tangible contributions that Ellen has made to the field of Institutional Research, but also to the multitude of intangible elements she has made through her service, dedication, leadership, and mentorship.

Ellen has been a steady presence and presenter not only at AIR Forum, but also at AIR regionals and other national conferences. She has consistently represented Institutional Research during her career at regional and national meetings as well as conducting workshops related to Institutional Research, Assessment, Accreditation and a host of other topics designed to bring data people to the conversations and to help other leaders on campus see the value of having IR as a partner in conversations and decision making.

As president of AIR, Ellen led a significant revision of policy and has thus impacted the overall direction of the Association. As a member of the Higher Education Data Sharing Consortium (HEDS) Board, I watched as Ellen brings her wealth of knowledge, experience, and diplomacy to working with other colleagues to bring ideas and policy work forward. She was an integral member of a small group working on bylaws changes. This work demonstrates that Ellen is committed to leadership and promotion of best work and best practices across the field of Institutional Research for any organization that she is engaged with. Ellen's leadership and service to IR and the advancement of the field is evident in her participation in the Higher Education Data Sharing (HEDS) Consortium, as a Teagle Assessment Scholar, and a member of the Higher Education Committee of 50.

Ellen is a frequent contributor to eAIR often writing about ways in which IR as a field and IR practitioners can continue to grow and thrive as higher education continues to change at a rate that it feels like we have not seen before. Ellen is a thought leader about IR as a field and the ways in which IR people work to impact our campuses and beyond. Ellen is especially a thought partner for me as we work on a book that is currently under contract about collaboration with Institutional research to support institutional and student success. Ellen and I have presented at several national conferences (AAC&U Annual Meeting; Association for Collaborative Leadership Annual Conference) about this idea as well. We are generating a new framework that we are hopeful will impact the ways in which IR collaborates with partners on campus as well as the ways in which we are able to collaborate together as practitioners.



In this letter, I have only touched on a small portion of the contributions that Ellen has made to the field of Institutional Research both in service and leadership. I am confident that my letter and the letters of support from our colleagues will highlight the innumerable ways that Ellen Peters has impacted Institutional Research through leadership, service, and mentorship, to name a few. This makes her an outstanding candidate for the 2025 Outstanding Member Award.

Sincerely submitted,

*Bethany Miller*

Bethany L. Miller, Ph.D.  
Associate Provost & Chief Data Officer  
Macalester College  
Bmille14@Macalester.edu

## C. ELLEN PETERS

c.ellen.peters@gmail.com

(207) 240-6989

### Professional Work History

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#### ***Council of Independent Colleges, Washington, DC***

Director of Strategic Research and Assessment

January 2024 to present

- Identify, develop and share insights regarding higher education
- Develop and manage member engagement data, including strategic use
- Assess grant funded initiatives
- Evaluate outcomes for programs, networks and projects
- Manage outsourced researchers
- Develop resources to meet member institution need

#### ***University of Puget Sound, Tacoma, Washington***

Associate Provost, Institutional Research, Planning and Student Success

July 2019 to December 2023

Director of Institutional Research and Retention

July 2012 to June 2019

Director of Institutional Research

September 2011 to June 2012

- Transformed the office of institutional research from transactional to visionary: developed and implemented over 30 self-service reports for faculty and staff; founded the Data Standards Committee leading to improved cross institutional communications and greater operational efficiency.
- Negotiated revised student learning outcomes with faculty through qualitative, quantitative and secondary research.
- Devised assessment plans for evaluation of the core curriculum, aligned and streamlined assessment practices leading to improved grant funding and resources for curricular and co-curricular initiatives.
- Spearheaded the Student Success Task Force to identify gaps in and interventions for student success.
- Built a process for using survey data to improve the climate for diversity on campus, leading to greater transparency, conversation and action, including improved funding and hiring.
- Executed Mid-Cycle Accreditation review.
- Researched, vetted and optimized survey research software, supporting 1900 users.
- Project managed transition to binary gender options in student information system.

#### ***Bates College, Lewiston, Maine***

Director of Institutional Research and Assessment Support

March 2008 to August 2011

Associate Director for Institutional Research

July 2002 to February 2008

Assistant Director for Institutional Research

August 1998 to June 2002

- Developed assessment program for academic departments, validating the value of a student senior thesis.
- Conducted research on the benefit of First Year Seminar courses; created a “shared expectations” program that led to an improvement in student satisfaction with academic advising.
- Created publications for institutional data and information.
- Mediated staff disputes as campus wide mediator.
- Initiated decisions regarding salary equity for faculty.
- Cultivated an office culture centered on mission, vision and values.
- Wrote administered and analyzed surveys of student experience.
- Launched qualitative data culture to contextualize quantitative data.

## **Professional Experience and Responsibilities**

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**Develop** strategic planning initiatives

**Advise and guide** senior leaders and colleagues regarding resource allocation and programming

**Lead** assessment, evaluation and data informed decision making efforts

**Lead** accreditation report writing and compliance

**Lead** student success efforts

**Inform and update** colleagues about national issues

**Manage research projects** for relevant questions

**Design, administer and analyze** surveys and outcomes assessment studies

**Conduct focus groups and interviews** for program evaluation and development

**Analyze, interpret, distribute and present** relevant and timely information

**Respond to internal and external data requests**, including federal reporting

**Collect, organize, verify, summarize and edit data** for use in official reporting, planning, and research

**Maintain** a cycle of regular studies and key indicators to support decision making

**Compile information** about competitors

**Review undergraduate admission applications and made recommendations** for admission

**Create, revise and maintain publications:** Bates Facts and Bates at a Glance

**Oversee the maintenance and design** of the office website

**Provide official statistics**, current and historical

**Establish office**, develop mission and goals

**Collaborate** with other offices to maintain data integrity

**Supervise and manage** professional and student staff

**Manage** office budget

## **Significant Institution Committee Service**

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Student Success Task Force, Chair

Accreditation Review Committee, Chair

Diversity Advisory Council, University of Puget Sound, co-lead

Academic, Administrative and Auxiliary Program Review Committee

Enrollment Planning Committee, University of Puget Sound Board of Trustees

Strategic Innovation Leadership Council

Curriculum Task Force

Strategic Planning Steering Committee, one of three staff invited to serve

Data Standards Committee, founder and chair

Faculty Compensation Task Force

Race and Pedagogy National Conference, Assessment Committee Chair

Search Committees: Vice President for Enrollment; Vice President for Finance, Chief Information Officer

## **Education**

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**University of Washington**, School of Education, Tacoma, Washington

Ed.D. (in progress) in Education Leadership

**Harvard University**, Graduate School of Education, Cambridge, Massachusetts

Ed. M. in Administration, Planning and Social Policy

**Bates College**, Lewiston, Maine

B. A. in Psychology and Theater

## C. ELLEN PETERS

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### Professional Activities

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#### ***National Survey on Student Engagement***

Advisory Board Member (2023 – present)

#### ***Higher Education Data Sharing Consortium***

Board Member (2019-2024)

- revised Bylaws
- revised Board manual

Professional Development Committee (2007-2009)

Teagle Assessment Scholar (2012-2018)

#### ***Association for Institutional Research***

Board Governance and Development Trainer (2022 to 2024)

Board Member (2012 to 2019, Vice President 2016-17, President 2017-18)

- instituted Board Annual review
- hired and transitioned new CEO
- streamlined agenda development and board communications

US News Advisory Committee Member (2003 to 2011)

eAIR Newsletter editorial task force

#### ***Higher Education Committee of 50 (appointed)***

Higher Education Accountability Committee (2017-2019)

#### ***Northwest Commission on Colleges and Universities***

Accreditation Liaison Officer (2018-present)

- 100% of new program proposals approved in first round
- 100% of institutional reports accepted with no recommendations

Demonstration Project co-Lead (2015-2017)

Peer Evaluator (2014-present)

- served on six visiting teams
- chaired a new program proposal team

#### ***Pacific Northwest Association for Institutional Research and Planning***

Proposal Reviewer (2013 to 2014)

Audit Committee (2012-2014)

#### ***North East Association for Institutional Research***

Best Paper Committee (2007)

Associate Program Chair (2006)

Steering Committee (2003 to 2005, Membership Chair 2004, Grants Chair 2005)

### Technical Skills

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***Office Suite:*** Microsoft Word, Powerpoint, Excel (advanced), Google Suite

***Reporting and Database:*** Hyperion/Brio, PSQuery, Tableau (basics), Banner, PeopleSoft

***Statistical Analysis Software:*** SPSS, R (basics)

***Programming:*** HTML (basics), SQL (basics)

### Select Publications and Presentations

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Guest on podcast: Leading Improvements in Higher Education. December 15, 2023. A Conversation on Equity-Centered Collaboration in Assessment and Improvement.

<https://assessmentinstitute.indianapolis.iu.edu/overview/podcast-episodes.html>

Peters, C.E. & Miller, B. (2023). Equity, Collaboration, Big Institutional Issues and the Role of Institutional Research. Impact Session at the Association for Institutional Research Annual Forum 2023 May 30; Cleveland.

Peters, C.E., (2022). Collaboration is Your Friend. Invited Plenary Speaker at: MIRO Symposium for the Overseas Chinese Association of Institutional Research. Webinar, October 26, 2022.

Peters, C. E., Miler, B., & McKinley, K. (2021). We are All in This Together: Successful Collaborations with Institutional Research; Presentation at: Association of American Colleges and Universities Annual Meeting, 2021 Jan 20-23; Virtual.

Peters, C.E. (2018). Institutional Research: Making Data Matter. Invited Plenary Speaker at: Taiwan Association for Institutional Research; 2018 Annual Convention and International Conference; 2018 Jan 25-27; Taipei, Taiwan.

Peters, C. E., & Benitez, M. (2017). Leveraging a Community Participatory Framework To Move Climate Survey Data Into Action at a Small College. *New Directions for Institutional Research*, 2017(173), 63-74. doi:10.1002/ir.20213

Peters, C.E. and Benitez, M. (2017). Keeping the Conversation Alive: Using Data to Drive Critical Discussion and Institutional Action. Presentation at: Pacific Northwest Association for Institutional Research and Planning; 2017 Nov 8-10; Tacoma, WA.\*

Benitez, M., and Peters, C.E. (2015). Keeping the Conversation Alive: Using Data to Drive Critical Discussion and Institutional Action. Presentation at: National Association for Diversity Officers in Higher Education; 2015 Mar 16-18; Washington, DC.

Carlin, J., Ricigliano, L., & Peters, E. (2014). Libraries and institutional research: Opportunities for collaboration. *College & Research Libraries News*, 75(5), 262-264. doi:10.5860/crln.75.5.9126

\*Best Presentation, 2017 Pacific Northwest Association for Institutional Research and Planning Conference

### Select Community Involvement

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**The Grand Cinema:** Board of Directors, Chair Governance and CEO Search Committee (2023 to 2024)

**Tacoma Little Theatre:** Board of Directors (2012 to 2022, President 2015-2017)

**L/A Arts:** Board Member, Visual Arts Committee (2007 to 2011)

**The Public Theatre:** Board Member and Chair, Education Committee (2002 to 2010)

**Auburn City Council:** Elected Councilor-at-Large (2006 to 2007)

**Auburn Public Library:** Board of Trustees (2006 to 2007)

**Auburn Charter Commission:** Elected Commissioner (2005 to 2006)

**Auburn School Department:** State of the Schools Committee (2005 to 2006)