

Julie Carpenter-Hubin
Assistant Vice President for Institutional Research & Planning, retired
The Ohio State University

January 23, 2024

Dear Committee Members,

I write to nominate Michelle Seibert Appel for the Association for Institutional Research Outstanding Service Award for 2024. Attached are letters of support from colleagues that attest to her contributions to our profession in general and to AIR in particular.

Michelle has had an impact that reaches well beyond her institution. Her understanding of institutional research from multiple perspectives comes from her background in both two-year and four-year institutions. As the President of AIR, Michelle spearheaded the development of the Association's Statement of Ethical Principles, articulating the core values guiding the work of members, replacing an older eight-page document that codified ethics and professional practice in a single prescriptive document. Michelle worked with the Board and CEO to ensure the future stability of the Association by adjusting financial policies to require that net assets do not fall below six months' operating expenses, and by adjusting the policies for the Nominating and Elections Committee to increase the diversity of candidates and clarify the responsibilities of board members. In addition, Michelle has served the Maryland Association for Institutional Research as a member since 1995 and as its President in 2001 and the Northeast Association for Institutional Research as a member since 1996 and as its President in 2005. Her work as a Generalist Evaluator and as a Compliance Reviewer for the Middle States Association Commission on Higher Education not only serves the higher education community, but also brings the value of institutional research to the attention of the institutions under review as well as the fellow members of the review team.

All of the above has been critical to the ongoing success of our organization. But in addition to this, Michelle has been a welcoming presence within the association, making new and returning members alike feel a part of AIR. The support letters from colleagues note her concern for and mentorship of her fellow institutional researchers. Her many research publications and presentations have provided information and guidance to her colleagues at all stages of the profession.

Michelle's service to the field of institutional research has been recognized by the Northeast Association for Institutional Research with its award to her of the 2010 Distinguished Service Award. In addition, the Maryland Association for Institutional Research awarded her the Marilyn Brown Distinguished Service Award in 2006. Her service reaches far beyond Maryland and the Northeast, making her very much deserving of the national Association for Institutional Research's Outstanding Service Award. I am fortunate to have Michelle as a colleague and a friend, and I am delighted to nominate her for the AIR Outstanding Service Award.

Sincerely,

Julie Carpenter-Hubin

January 24, 2024

Dear Award Selection Committee:

I am writing this letter of support for Michele Appel's nomination for the Outstanding Service Award. The contributions of Michele to the field of Institutional Research over the last two plus decades are innumerable. As this letter and the accompanying letters from our colleagues will attest to not only to the tangible contributions that Michele 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.

As president, Michele continued the implementation of a significant revision of policy and has thus impacted the overall direction of the Association. This work demonstrates that Michele is committed to leadership and promotion of best work and best practices across the field of Institutional Research. Not only did she lead the continued implementation, but she also went on the road to various regional conferences helping members to understand what the statement of ethics meant and how we could put it into practice.

Michele 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. Michele is a thought leader about IR as a field and the ways in which IR people work to impact our campuses and beyond. Michele works tirelessly to ensure that others in the field of Institutional Research feel welcome and that our field is always open to new ideas and making space for others. Michele's dedication to AIR, to the field, and to her colleagues around the country is unmatched.

In this letter, I have only touched on a small portion of the contributions that Michele 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 Michele Appel has impacted Institutional Research through leadership, service, and mentorship, to name a few. This makes her an outstanding candidate for the Outstanding Service Award. I am happy to answer any questions or provide additional information in support of this nomination.

Sincerely submitted,

Bethany L. Miller, Ph.D.
Director of Institutional Research & Assessment
Macalester College
Bmille14@Macalester.edu

January 26, 2024

Dear Colleagues,

I can think of NO ONE more deserving of the Outstanding Service Award than Michelle Appel. Michelle has been a tireless servant for AIR and IR for longer than I can remember. And I have had the good fortune of serving by her side more than once. She is the real deal.

As President of AIR, Michelle revised the AIR Code of Ethics, building on prior iterations, and ensuring that current ethical issues were included. But she didn't just do this on her own, or with the Board, or even with a Committee. She collected input from across the membership, empowering colleagues to hold discussion groups across the county so that the final product would be inclusive.

In recent years, Michelle and I have worked together to deliver a Policy Governance training to new Board members. Michelle broke free of traditional training frameworks and created a card game – read that again – she developed a game, and had it printed out that demystified Policy Governance for new Board members. Feedback from Board members indicated that the trainings have been extremely helpful in onboarding new Board members.

Michelle is attentive to equity, especially with regard to accessibility and mental health. She isn't just performative in this arena – she infuses it in all of the work that she does. If it's in writing, she's asking if color-blind and dyslexic colleagues will be able to read it. If it's a program, she's asking if there are barriers we are overlooking that are shutting down participation.

Beyond her service and leadership, Michelle has served as a mentor for an untold number of Institutional Researchers who benefit from Michelle's generosity of intellect, ideas, and kindness. And I think that the kindness is the most important part. If there is truly such a thing as altruism, Michelle is its poster-child. She is always available to share a resource, to listen to a colleague vent, to think through a problem, or to share a laugh or a cry. Michelle is the best kind of leader – she lifts others up, she creates space for them to be their best.

Michelle Appel is an extraordinary person, a tireless giver to AIR, and the kind of leader who we should all aspire to be. I know I do.

Warmly,



C. Ellen Peters
Director of Strategic Research and Assessment



Office of Assessment and Institutional Research

January 25, 2024

Dear Awards Committee Members,

It is a privilege to submit this letter of support for the nomination of Michelle Appel for the Association for Institutional Research's Outstanding Service Award. Michelle's service to AIR has been outstanding in so many ways—as a mentor and instructor to newcomers to institutional research, as a contributor to the field, and as an exceptional leader in the organization.

Michelle has served, and continues to serve, as a mentor to countless new professionals in the field. She has been an instructor for a variety of pre-conference workshops designed to introduce new members to the field (e.g. *Introduction to Institutional Research*) and served as a member of the AIR Newcomers Committee. Still, perhaps her most impactful service in this area is of a more informal nature. Michelle offers an incredibly warm welcome to new members by proactively seeking them out at the Forum and making sure to connect them with other veteran IR professionals (e.g. at similar institutions, located in the same state, etc.) ensuring that they quickly feel “at home” as part of AIR. Michelle understands the importance, and value, of relationships in our professional lives more than anyone, and is exceptionally skilled at fostering those relationships among all AIR members.

Michelle is a strong advocate for the importance of the practical implications of our work in institutional research. As President of the organization, Michelle took on a task of critical importance as the field evolves with new technologies—developing the *Association's Statement of Ethical Principles*. The statement clearly lays out the core values guiding ethical professional practice for AIR members and is a heavily relied upon by institutional researchers across the field. One example of how well-respected her leadership is in the organization is that she has been asked on more than one occasion to serve as a consultant to the AIR Board on Policy Governance, the governance model of the association.

Michelle goes “above and beyond” in everything she does for AIR and the institutional research profession. She does this not for recognition or accolades, but because she deeply believes in the critical role that AIR plays in providing growth opportunities for all its members, in continuing to move the profession forward, and in highlighting the significant role institutional research plays in higher education.

I know I am not alone when I say that I truly admire, and am grateful for, Michelle's dedication of countless hours and infinite energy to AIR and to moving the profession forward in so many ways. I am honored to support her nomination and am grateful to be among the many institutional research professionals able to call her both a colleague and friend.

Sincerely,

A handwritten signature in blue ink that reads "Jessica M. Shedd".

Jessica M. Shedd
Assistant Provost for Assessment & Institutional Research

Lydia Snover
1 Fernwood Lane
P.O. Box 82
Grantham, NH 03753

January 25, 2024

2023-2024 AIR Awards Selection Committee
Association for Institutional Research
1563 Capital Circle SE 1012
Tallahassee, FL 32301
Re: Nomination of Michelle Appel for the AIR Outstanding Service Award

Dear AIR Awards Selection Committee Members:

I write to enthusiastically support the nomination of Michelle Appel for the AIR Outstanding Service Award. Michelle is well known to many of our IR communities including Northeast Air, Maryland Association for Institutional Research, Maryland Community College Research Group and the Association of American Universities Data Exchange. During her career, Michelle has authored numerous papers, served on many panels and made numerous presentations at AIR, NEAIR, and other IR venues. She has been a mentor and friend to many Institutional Research professionals over her almost 30 years of service.

Michelle has been an active member of AIR for over 25 years. Almost from the moment she joined AIR, Michelle has volunteered in many official activities starting with the Newcomers committee in 2001 becoming President in 2019. Even after finishing her term as AIR President, she has continued to be very active in the many AIR activities especially around policy and governance. If you have a project, be it operational or policy, Michelle can always be counted on to volunteer and devote all her effort to its success. She is generous with her time to all and knowledgeable about all aspects of Institutional Research.

Respectfully,

Lydia Snover

Lydia Snover
Director of Institutional Research (retired)
Massachusetts Institute of Technology

Data Projects Coordinator
Association of American Universities Data Exchange
University of Minnesota, Twin Cities

MICHELLE SEIBERT APPEL

michelle.seibert.appel@gmail.com 410.627.0188

EDUCATION AND CERTIFICATIONS

University of Maryland Baltimore County, Baltimore, MD

M. A., Human Services Psychology, Community-Social Concentration, 1995

Completed coursework and passed qualifying examination for Ph.D.

Bloomsburg University of Pennsylvania, Bloomsburg, PA

B. A., Psychology, 1990

Scrum Alliance, Westminster, CO

Certified Scrum Master, 2012 (#174921)

PROFESSIONAL EXPERIENCE

**2002 – Present University of Maryland, Institutional Research, Planning & Assessment
College Park, Maryland**

The Office of Institutional Research, Planning, and Assessment provides data and analysis to support policy analysis, assessment of institutional effectiveness and learning outcomes, state and federally mandated reporting, strategic planning, and a variety of other external reporting functions. The University is Maryland's flagship public institution, educating a diverse population of approximately 30,000 undergraduates and 10,000 graduate students and conducting innovative research to serve the public good.

Assistant Vice President (2022 – present)

Responsibilities: Lead an office of 15 professional staff members responsible for providing essential information about the University of Maryland for the purposes of decision-making, policy analysis, strategic planning, mandated reporting and academic program review. Provide guidance and mentor staff who provide support for assessment and enables campus users to effectively leverage campus data. Supervise and provide vision for a staff who manage data systems and tools that capture employee, student and other administrative system data. Lead the staff who responds to the institutional reporting needs of the university administration, academic colleges, campus community, University System of Maryland, state and federal government, and non governmental, non-profit organizations that support higher education research.

Service on University committees and task forces: Provost's Senior Staff, Council of Deans, Data Policy Advisory Committee (chair), Senate IT Council, IT Security Council, Middle States Self Study Co-Chair, President's Commission on Disability Issues

Selected Accomplishments:

- Led staff through change in leadership after the sudden death of the prior AVP, ensuring that critical tasks and deadlines were met while attending to the emotional health of the unit
- Spearheaded changes in the way demographic identities are reported to better align with best practices and campus policy, including the sunseting of "minority" and "underrepresented minority" groupings and the transition to reporting non-binary gender
- Led the campus acquisition and implementation of Academic Analytics in support of strategic initiatives around faculty development

Director of Assessment and Decision Support (2009 – present), **Associate Director for Enrollment Policy and Planning** (2006 – 2008)

Responsibilities: Oversee two of the office's three teams (9 FTE) with a portfolio including policy analysis, institutional and learning outcomes analysis, systems implementation, and enrollment projections. Set analytic and system implementation priorities to support campus initiatives and mission through the effective provision of information to inform decision making. Mentor team members in setting analysis and research agendas, guiding

IR professionals through association involvement and leadership. Selected to participate in campus system development and implementation initiatives, including the international Quali Student project and the University's Elevate Program (currently on loan as the Reporting Lead for the implementation of Workday for HR and Finance). Provide leadership and direction in the absence of the Assistant Vice President.

Service on University committees and task forces: President's Commission on Disability Issues (currently one of three co-chairs); Plus/Minus Grading Implementation Workgroup; Campus Assessment Workgroup - Retention and Completions Group; General Education Implementation Task Force; Salesforce Advisory Committee; Undergraduate Academic Programs Committee; UMD Middle States Standard III Workgroup, Design and Delivery of the Student Learning Experience; Assessing Data Assessment Subcommittee of the USG-Montgomery College Planning and Coordination Committee

Selected Accomplishments:

- Led analytic teams examining the impact of proposed academic policy changes such as annual Limited Enrollment Programs (LEP) review, grading policies, and curricular changes. These analyses synthesized data from a variety of sources to provide actionable information to campus leadership and required collaboration with stakeholders and service offices.
- Provided strategic vision and functional leadership for the campus Decision Support Project – a multipronged program to modernize enterprise reporting and data warehousing systems that was a collaboration between DIT and IRPA and included a team of 10+ business analysts, report designers, and IT analysts and managers.
- Provided leadership and expertise on Shady Grove enrollment reporting, including service on Shady Grove working groups to project enrollment demand. Working with experts on labor market data, blended enrollment data and labor market projections to identify areas for program growth that would benefit the Shady Grove service area.
- Led implementation and administration of Tableau Server, establishing an ecosystem for reporting that serves campus employees, students, and the public. The implementation was designed to enable users across campus to develop reports that seamlessly integrate into the ecosystem, promote accessibility, and ensure appropriate data security. The system houses more than 200 reports and receives an average of 2,200 webpage views per week.
- Served as the functional lead for the implementation of Informatica Master Data Management, working with a cross functional team of approximately 10 analysts and developers to deploy a tool that would integrate directory information from the student and human resources systems and begin data cleansing in advance of the Elevate project. Reported regularly to the Data Policy Advisory Committee and to data stewards and stakeholders. Utilizing systematic testing and metrics, provided the information that ultimately allowed the team to determine that the software product was overly complex and did not provide value above current University capabilities.
- Led the first ever production implementation of the Quali Student Curriculum Management at the University of Maryland, transforming a manual PDF-based course approval process to an electronic one with facilitated workflow and an automated feed into legacy systems.

Senior Research and Policy Analyst (2003 – 2006), Research Analyst (2002 – 2003)

Responsibilities: Designed and conducted analyses around student enrollment and student success. Produced enrollment projections to assist in campus planning and budgeting and to fulfill system and state reporting requirements. Engaged with campus stakeholders and research community members through analytic partnerships, technical assistance, and completion of ad hoc analytic requests.

Service on University committees and task forces: President's Task Force on Undergraduate Graduation Rate - Student Success; ACCESS Committee; Retention Policy Implementation Workgroup; Campus Assessment Workgroup - Retention Group

- Participated in development of campus retention and student success policies through committee membership and policy analysis. Supported the implementation and assessment of campus retention

policies, including requirements for academic probation and dismissal and satisfactory degree progress.

- Developed model for statewide college entrant demand and total undergraduate enrollment projections, including transfer students, as part of a state workgroup to examine the effects of population growth on capacity, access and enrollment in higher education systems
- Coordinated projects with community colleges designed to facilitate conversation about access and articulation of transfer students through improved reporting and exchange of data.
- Served as lead analyst on the examination of the University's Limited Enrollment Program policy, including developing analyses of admissions, student performance, and change-of-major data. Developed projections of the impact of policy changes on high-demand programs.

**2017 – 2020 Association for Institutional Research Board of Directors Vice President (2017 – 2018);
President (2018 – 2019) Past President (2019 – 2020) Tallahassee, Florida**

The Association for Institutional Research (AIR) is a global organization of research professionals committed to the effective and ethical use of data and information to promote student success and improve institutions. The Association provides professional development and networking through workshops, conferences, and IPEDS training. With approximately 2,500 members, AIR serves as the membership organization for institutional researchers across the world. The Association has a permanent staff of about 20 and a budget of about \$3 million, led by a Chief Executive Officer/Executive Director.

Responsibilities: Elected by fellow members to serve a three-year term as the leader of the Association's Board. Served as Chief Governance Officer under a model in which the Board is responsible for setting policy, including those that set the mission and vision for the Association, and for monitoring the CEO's performance in carrying out those policies and achieving the mission.

Accomplishments:

- Spearheaded the development of the Association's Statement of Ethical Principles, articulating the core values guiding the work of members. This one-page statement replaced an older eight-page document that codified ethics and professional practice in a single prescriptive document.
- Led the Board as it developed the Association mission and vision statements, providing a framework for the new CEO to use for strategic planning and program development.
- Worked with the Board and CEO to ensure future stability by adjusting financial policies to require that net assets do not fall below six months' operating expenses, and adjusting the policies for the Nominating and Elections Committee to increase the diversity of candidates and clarify the responsibilities of board members.
- Worked with the CEO to re-envision the Association's Annual Report so that it reflected the work of both the Executive Office and the Board.

**2008 – 2014 Kuali Student, Kuali Foundation
Bloomington, Indiana**

The Kuali Student Project was a community source software product intended to develop and provide an open source student information system for institutions across the globe. Through resources contributed to the project, a group of institutions in the US, Canada, and South Africa developed software that was tailored to the needs of higher education and configurable by local adopters. The vision was that institutions would lower costs by eliminating licensing fees and share maintenance burden through community development. In 2014 the Kuali Foundation transferred its intellectual property to a for-profit corporation, KualiCo, and the University of Maryland withdrew from the Student project.

Curriculum Management Product Manager (2013 – 2014)

Michelle Appel, page 3

Responsibilities: Served as Product Manager for the Curriculum Management module. Led a multi-campus team with members at institutions across the US and South Africa, spanning five time zones across more than 12 hours. Prioritized product features and backlog to ensure value to the community and timely delivery. Coordinated community contributions and team development to meet overall product priorities. Communicated

product roadmap and milestone plans to stakeholder groups. Presented product demonstrations and provided targeted assistance to campuses across the United States and internationally considering implementation.

Accomplishments:

- Coordinated and guided the product through its first community-contributed bug fix release. Collected bug fix code from four institutions and developed a methodology for documenting and contributing fixes.
- Delivered two releases in six months, ensuring that code was appropriately reviewed, tested and deployed. Coordinated press releases to announce code availability to community and external audiences.
- Developed a product roadmap, served on the leadership team, and regularly provided updates to the Kuali Student Board. Provided product updates and presentations at Kuali Days community meetings.

Contributed Resource from the University of Maryland (2008 – 2013)

Responsibilities: Served as a business analyst and subject matter expert, developing requirements and user stories for the curriculum management module. Participated in agile development teams to develop scenarios and test cases for the system, particularly those relating to curricular analysis and learning outcomes.

Accomplishments:

- Served as a lead subject matter expert in the design and development of curriculum analysis features, including analysis of the dependencies between curricular elements (e.g., determining all programs requiring a given course or all courses using a given course as a prerequisite).
- Provided support for design and development of learning objectives elements within the curriculum management structure, including the use of keyword categories. Advocated for the use of learning outcomes and categories within the curriculum management structure, including use in analyses.
- Served as a member of the Maryland Kuali Student leadership team, including participation in discussion and decision-making on personnel, scope, and timeline decisions.

1999 – 2002 Carroll Community College

Director of Institutional Research

Westminster, Maryland

Responsibilities: Founded and directed the Office of Institutional Research, prioritizing projects and ensuring that state and federal reporting requirements were fulfilled accurately and on time. Planned, supervised, and conducted studies that informed decision-making across campus divisions. Presented data and research findings to campus constituencies, including the Board of Trustees, Planning Advisory Council, Senate, and other college committees. Served on statewide committees involving data analysis and reporting, and served as the primary point of contact to coordinate new MHEC accountability indicators for community colleges.

Service on college-wide committees and teams: Senate (elected position), Planning Advisory Council, Learning Outcomes Assessment Committee, Enrollment Management Team, Technology Advisory Group, Datatel Committee, Middle States Self Study Steering Committee (ex officio), Random House Book Fair Committee.

Accomplishments:

- Supported the Middle States Self Study and site visit by coordinating the administration and analysis of numerous surveys of students, faculty, and staff. Supplied enrollment, institutional effectiveness, and survey data and analysis required for the Self Study.

Michelle Appel, page 4

- Designed data collection systems to support the college's Institutional Effectiveness program. Implemented reporting on the college's Institutional Effectiveness Indicators.
- Participated in a statewide workgroup to develop reporting and performance standards for programs approved for training under the Workforce Investment Act. Presented requirements to multiple constituencies, including community college Presidents', Registrars' and Institutional Research affinity groups. Served as primary

contact for technical assistance for community college reporting.

- Coordinated statewide implementation of new set of MHEC community college accountability indicators. Ensured the consistent understanding and operational definition of indicators across institutions. Ensured that data collection systems were implemented to provide data for newly developed indicators.
- Supported college's research-driven marketing program through survey and focus group research; in the first year of full implementation, funded FTE enrollment grew over 14% for the fiscal year. Provided data to assess the impact of new marketing initiatives and themes.
- Supported development of the college's Learning Outcomes Assessment Plan through collaboration with faculty and technical assistance to groups developing plans to assess core competency areas.
- Assisted Carroll County Public Schools (CCPS) in the development and implementation of the Character Education program evaluation. Presented results to multiple school constituencies, including county Board of Education. Served on CCPS Character Education Steering Committee.

1996 – 1999 Anne Arundel Community College Research Analyst

Arnold, Maryland

Responsibilities: Designed, managed, conducted and presented findings of research projects that addressed policy issues and evaluated the college's progress toward achieving its strategic goals and objectives. Responded to internal and external ad hoc data requests. Designed and created databases for projects within the Planning and Research office. Designed, administered, and analyzed survey instruments.

Service on college-wide committees and teams: Marketing Committee, Retention Committee, Institutional Assessment Team, Datatel Core team and various module implementation teams, Outcomes Assessment Team on Student Success.

Accomplishments:

- Supported the Middle States Periodic Review Report by coordinating the administration of the Teaching and Learning survey of faculty. Analyzed and presented findings to the college community which incorporated higher level statistical analyses to demonstrate changes over the five-year period.
- Designed needs assessments for new college programs, including creation of survey instruments and environmental scanning. Facilitated collaboration across college divisions for initiation of new programs.
- Conducted a collaborative research project with the Anne Arundel County Public Schools (AACPS) including design of a joint database and coordination of data exchange. Reported and presented findings to the AACPS Superintendent and AACC President's council as well as multiple audiences at the college and the AACPS Board of Education.
- Created a relational database integrating the costs associated with each course at the college and the requirements for each program of study offered by the college. Information updated annually for the college catalogs and on an ad hoc basis to support program and course development.
- Conducted an analysis of the need for an additional campus integrating environmental scanning data (including information from the Census and the county planning office) with information from campus databases.

AWARDS AND HONORS:

Northeast Association for Institutional Research (NEAIR) Distinguished Service Award, 2010 Maryland Association for Institutional Research (MdAIR) Marilyn Brown Distinguished Service Award, 2006 MdAIR Best Paper Award (with C. Muntz), 2006

Michelle Appel, page 5

**NEAIR Best IR Report\Practitioner Paper (with C. Muntz), 2006
Carroll County Public Schools Role Model of Character, 2002**

NATIONAL DATA POLICY SERVICE

**Student Level Data Network Forum (Convened by RTI/IHEP) Panelist, 2021; Expert Design Team Member, 2022
National Student Clearinghouse Student Tracker Customer Advisory Committee, 2021 - present NCES**

Technical Review Panels (Convened by RTI): *Defining and IPEDS Institution – Part 2*, 2014; *National Postsecondary Student Aid Survey:16*, 2015; *Beginning Postsecondary Students Longitudinal Study: 12/17*, 2016; *Outcome Measures Data Collection: Pell and GR200*, 2016

Common Education Data Standards Stakeholder Group (Convened by the National Center for Education Statistics), 2011-2014

MEMBERSHIPS AND PROFESSIONAL ASSOCIATIONS

Association for Institutional Research: Member since 1998; Newcomers Committee, 2001; Track Reader, 2004- 2005, 2008 - 2009; Nominating Committee 2006, Track 1 Chair\Associate Chair, 2006-2007, Professional Development Services Committee, 2010 – 2011; AIR Connections Committee, 2010; Forum Advisory Committee, 2012, 2021; Nominations and Elections Committee, 2014 – 2015: Vice President/President/Immediate Past President, 2017- 2020, Policy Governance Consultant (2022, 2023).

Northeast Association for Institutional Research: Member since 1998; Program Chair, 2002; Newcomers to IR Preconference Workshop Instructor, 2003-2009; Steering Committee, 2002-2004; President, 2005, Site Selection Committee, 2004, 2006, 2008, 2010; Professional Development Services Committee, 2010. **Middle States Association, Commission on Higher Education:** Evaluator (three teams, including Generalist Evaluator), Compliance Reviewer.

Maryland Association for Institutional Research: Member since 1996; Executive Committee 1999-2002; President, 2001; Awards Committee, 2011.

Maryland Community College Research Group: Member 1996 – 2002; President, 2001. **Phi Kappa Phi:** inducted 1990 (Bloomsburg University); College Park Student Chapter Advisor 2007 - 2009

SELECTED INSTITUTIONAL RESEARCH PUBLICATIONS AND PRESENTATIONS

COVID-19 Brings New Reports, Ethical Challenges. eAIR, Association for Institutional Research and Planning, November 2021.

Ethics in Action: The Ideal and the Everyday (with J. Johnson and C. Keller), Association for Institutional Research Forum Impact Session, June 2020.

Ethical Foundations for an Evolving Field – AIR’s New Statement, Webinar (with C. Keller), Association for Institutional Research, January 2020.

A Statement for a New Era. New Directions for Institutional Research. 2019(183) 39-45.

Ethical Foundations for an Evolving Field – AIR’s New Statement, Invited Session (with L. Ross), Pacific Northwest Association for Institutional Research and Planning, November 2019.

Every Student Counts: Using Data to Promote Student Success, Invited Keynote, Taiwan Association for Institutional Research International Conference, November 2017.

Introduction to Institutional Research, Pre-Conference Workshop (with E. Atchison), Association for Institutional Research Forum, May 2016 and May 2017.

Moving Forward – The Work/Life Balance for Institutional Research Professionals, Invited Plenary (with J. Brown, M. Dooris, M. Hess, C. May, & J. Trainer), Northeast Association for Institutional Research Annual Conference, November 2013.

Keeping Up with Major Changers: Tracking and Reporting Student Cohorts Across Colleges and Majors Over Time (with T. Cochrane), Northeast Association for Institutional Research Annual Conference, November 2013.

Tools for Professional (and Personal) Success (with M. Hess & A. Bartlett), Northeast Association for Institutional Research Annual Conference, November 2013.

Michelle Appel, page 6

Agile IR: Lessons Learned from the Software Development World, Northeast Association for Institutional Research Annual Conference, November 2012 and Association for Institutional Research Annual Forum, May 2013.

What Do I Need? And How Do I Report Almost Anything with CEDS Tools (with H. L’Orange & T. Hinds), Association for Institutional Research Annual Forum, May 2013.

Managing the Work, Leveraging the Resources, Spotlight Session, Association for Institutional Research Annual Forum, May 2012.

- Using the National Student Clearinghouse: How, When, and Why Workshop* (with C. Muntz/J. Burczek Drier & J. Williams/W. Taliaferro/J. Nickels/ M. Passarella George & C. Muntz), multiple times for Northeast Association for Institutional Research Annual Conference and Maryland Association for Institutional Research.
- Institutional Research in Support of First Year Experiences Workshare* (with J. Laguilles, M. Coughlin, S. La Voy and P. Phillips), Northeast Association for Institutional Research Annual Conference, November, 2010.
- Getting Down to Fundamentals: Estimating Seat Demand for English Courses Poster* (with C. Muntz), Northeast Association for Institutional Research Annual Conference, November, 2009.
- You Can Herd Cats – Or Try To: Reporting and Enrollment Management at Regional Centers*. Contributed presentation (with G. Fink, M. Lang), Maryland Association for Institutional Research Annual Conference, October, 2008.
- Finding Your Way on Facebook*. Workshare, Association for Institutional Research Annual Conference, May, 2008, Also presented as a poster with P. Maas, Northeast Association for Institutional Research Annual Conference, November 2008 and as an invited workshop at the Maryland Association for Institutional Research Spring Institute, March 2008
- At the Tip of your Fingers: An Online Tool for Promoting Data-based Dialog about Transfer Students*. Workshare (with C. Muntz, E. Spear), Northeast Association for Institutional Research Annual Conference, November, 2007, Also presented as a workshare at the Association for Institutional Research Annual Forum, May 2008.
- Exploring the Wilds of a Career Conference*. (with N. Marano and L. Junker) Contributed Session, Maryland Association for Institutional Research Annual Conference, October, 2007, Poster Session Northeast Association for Institutional Research Annual Conference, November 2007.
- Enrollment Projections*. (invited panel presentation with C. May and T. Walsh) Greater Philadelphia Association for Institutional Research summer meeting, August 2007.
- The Not-so-Antiques Roadshow – Colloquium for Experienced Practitioners*. (with M. Dooris and J. Trainer) Colloquium facilitator, Association for Institutional Research Forum, May 2007 (also presented as “What Hath Thou Wrought... Lately” at Northeast Association for Institutional Research Annual Conference multiple years.
- The Power of Information to Promote the Value of Your Career Center on Campus*. (with N. Marano and L. Junker) Invited Presentation, Villa Julie College National Career Conference, April 2007.
- Past Presidents Panel*. (with M. Middaugh, and D. Terkla) Invited Closing Plenary Session, Northeast Association for Institutional Research, November 2006.
- The Pluses and Minuses of Policy Analysis: Predicting the Impact of a New Grading Policy*. (with C. Muntz) Practitioner Paper, Northeast Association for Institutional Research, November 2006 (winner Best IR Report/Practitioner Paper); also presented at MdAIR (winner, Best Paper), October 2006 and at the Association for Institutional Research Forum, June 2007.
- Pigs, Snakes and the Size of the Box: Finding the Humor in Enrollment Management Challenges*. (with A. Hamlin Bobich) Poster Session, Northeast Association for Institutional Research, November 2005.
- Data that Informs Policy: Understanding Student Progress Toward a Degree*. Co-presenter (with C. Giordano) Association for Institutional Research Forum, June 2005.
- Understanding the Undecided: Exploring the Myths and Realities of Students Who Enroll in an Unspecified Letters and Sciences Major*. Poster Session, Northeast Association for Institutional Research, November 2004; Invited Speaker, SUNY – AIRPO Winter Conference, January 2005.
- Michelle Appel, page 7*
- Echoes from the Boom: The Impact of Population Growth on One State’s Higher Education*. Co-presenter (with G. Fink, D. Nadasen, M. Levine, B. Ash) Northeast Association for Institutional Research, November 2003; Association for Institutional Research Forum, June 2004.
- A Collaborative Effort to Determine Statewide Demand, Access, and Capacity for Higher Education*. Co-presenter (with G. Fink, D. Nadasen) Maryland AIR Summer SIG, July 2003.
- Balancing Access and Capacity: An Analysis of Limited Enrollment Programs*. Co-presenter (with J. Shedd), Association for Institutional Research Forum, May 2003.

- Office Management Strategies*. Instructor, Maryland AIR Spring Institute, March 2003; Pre-Conference Workshop Presenter, Northeast Association for Institutional Research, November 2003.
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- Using the Academic Profile to Assess Student Attainment of Core Competencies*. Co-presenter (with K. Demarest), Anne Arundel Community College Learning Outcomes Assessment Conference, March 2002.
- A Mission/Mandate Driven Model for Community College Accountability*. Panelist (with M. Keller, R. Hoy, & R. Hise), Northeast Association for Institutional Research Annual Conference, November 2001.
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- A Marketing Research Program for Commuter Colleges*. Presenter, Association for Institutional Research Forum, May 2000; Co-Presenter (with C. Clagett) Northeast Association for Institutional Research, November 1999.
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