



CITY OF OREGON CITY LIBRARY BOARD AGENDA

Conference Room (2nd Floor), Oregon City Public Library, 606 John Adams St, Oregon City
Wednesday, December 10, 2025 at 5:00 PM

Ways to participate in this public meeting:

- Attend in person, location listed above. Please see the public comment guidelines below.
- Attend the livestream of the meeting on the City's YouTube Channel:

<https://www.youtube.com/user/CityofOregonCity>

- Register to provide electronic testimony (email dbutcher@orc.org by 3:00 PM on the day of the meeting to register)
 - Email dbutcher@orc.org (deadline to submit written testimony via email is 3:00 PM on the day of the meeting)
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1. CALL TO ORDER AND ROLL CALL

2. DISCUSSION ITEMS

- a. Interview applicants and make appointment recommendations for upcoming Library Board vacancies.

3. ADJOURNMENT

PUBLIC COMMENT GUIDELINES

When a public comment period is included on a meeting agenda, members of the public are allowed up to three minutes to address the Library Board on any topic. Members of the Library Board do not generally engage in dialogue with those making comments but may refer any questions or issues raised to the Library Director. Any written comments or materials must be provided at least 48 hours prior to the meeting to Denise Butcher, Library Operations Manager (dbutcher@orc.org, 503-496-1601).

ADA NOTICE

The location is ADA accessible. Individuals requiring hearing devices or other assistance must make their request known 48 hours preceding the meeting by contacting Denise Butcher, Library Operations Manager (dbutcher@orc.org, 503-496-1601).

Agenda Posted at City Hall, Pioneer Community Center, Library, City Website.

Video Streaming & Broadcasts: The meeting is streamed live on the [Oregon City's website](#) and available on demand following the meeting. The meeting can be viewed on Willamette Falls Television channel 28 for Oregon City area residents as a rebroadcast. Please contact WFMC at 503-650-0275 for a programming schedule.

Laurie Sponaugle

Oregon City, OR | Generated 10/15/2025 @ 6:36 pm by OnBoardGOV - Powered by ClerkBase

Status

Name Laurie Sponaugle
Application Date 10/15/2025
Expiration Date 10/15/2026
Status Received

Board	Vacancies	Status
Library Board	0	Pending

Basic Information

Name
Laurie Sponaugle

Contact Information

Address
[REDACTED]
[REDACTED]
Yes, I am a resident
Yes
Email
[REDACTED]
Phone
[REDACTED]

Occupation

Employer
Emmanuel Presbyterian Church
Job Title
Pastor

How long have you lived in Oregon City?

3 years

Describe relevant work experience that may relate to the board or committee you are applying for.

I am currently on the Library Board serving in an unfinished term. I have been serving in pastoral leadership in a church for 28 years and much of my work is focused on communication, problem solving, managing finances, answering questions and working with diverse people. Earlier in my life, I worked at the library in my graduate school while I was a student.

Please list out any High School, Secondary Education, Trainings, and Colleges, along with years completed. Also list degrees and certifications.

Bernards High School (NJ) - Diploma University of New Hampshire- BA English San Francisco Theological Seminar - Master of Divinity McCormick Theological Seminar - Doctor of Ministry

Describe volunteer activity within this or other communities

I currently serve as liaison to the BAM program at the Library. I also help to provide meals to the Father's Heart and for local small group homes through my church.

Do you presently serve on a City board or committee?

If yes, which boards:, Library Board

Explain your interest in this board/committee and why you think its issues are important

I believe the library is an essential community gathering place and I hope to find new ways to support and encourage this vital vision and work. In my brief time on the Library Board, I have learned about the challenges of reaching out to the unincorporated areas of our community and helping to improve access. I also believe there is a need to find innovative ways to help with the challenge of funding the library, especially as federal support has been gutted.

List any relevant experiences, skills, or interests that have helped to prepare you for a position on this board or committee

I believe that libraries are more important than ever to their communities with the growing epidemic of loneliness. Libraries serve as vital third spaces, and are one of the rare places that bring diverse people together in our polarized world. Much of my professional work and study has been dedicated to the vision of bringing people together. I am passionate about helping people build community and make connections.

In which neighborhood of Oregon City do you live?

Caufield

I certify that the information I am submitting is true. If residency is a requirement of holding this position, I certify that I am an Oregon City resident and will comply with requests for additional proof of residency if requested. I consent to allow the information contained in this application to be released to the general public upon request, including my email address and phone number.

Yes

Generated 10/15/2025 @ 6:36 pm

Emma Fish

Oregon City, OR | Generated 9/8/2025 @ 12:34 pm by OnBoardGOV - Powered by ClerkBase

Status

Name Emma Fish
Application Date 9/8/2025
Expiration Date 9/8/2026
Status Received

Board	Vacancies	Status
Library Board	0	Pending

Basic Information

Name
Emma Fish

Contact Information

Address
[REDACTED]
[REDACTED]

Yes, I am a resident
Yes

Email
[REDACTED]

Phone
[REDACTED]

Occupation

Employer
City of Milwaukie
Job Title
Administrative Specialist II

How long have you lived in Oregon City?

2 years

Describe relevant work experience that may relate to the board or committee you are applying for.

I have worked in libraries and municipal services for 7 years. I worked in two LINCC libraries, and am familiar with the policies and practices of many of the county system locations.

Please list out any High School, Secondary Education, Trainings, and Colleges, along with years completed. Also list degrees and certifications.

Oregon State University, Bachelors in History, Completed 2013

Describe volunteer activity within this or other communities

I volunteered for the ALA Games and Gaming Round Table for several years, serving as a co-chair. I also worked with the Linn Benton Literacy Partnership helping to coordinate volunteers and manage their website interface.

Do you presently serve on a City board or committee?

No

Explain your interest in this board/committee and why you think its issues are important

I have a committed interest in the future of the library and equitable access to materials and programs that help our community grow. Libraries are gap fillers for so many services, and supporting libraries supports the areas of most need in our community. My husband has lived in this community his entire life, and I'm passionate about supporting its history and growth.

List any relevant experiences, skills, or interests that have helped to prepare you for a position on this board or committee

I am familiar with library policies and practices, as well as larger movements in the world of library services. My professional experience in administrative services has familiarized me in the needs of boards and committees.

In which neighborhood of Oregon City do you live?

Hillendale

I certify that the information I am submitting is true. If residency is a requirement of holding this position, I certify that I am an Oregon City resident and will comply with requests for additional proof of residency if requested. I consent to allow the information contained in this application to be released to the general public upon request, including my email address and phone number.

Yes

Generated 9/8/2025 @ 12:34 pm

Emma M. Fish



Professional Profile

Customer-focused professional with extensive experience serving diverse populations and specialized needs. Skilled in Microsoft Office Suite (Word, Excel, Publisher, Outlook, PowerPoint), EPIC Databases, Kronos Timekeeping, ADP, Evergreen ILS, SirsiDynix Workflows. Strong written, verbal, non-verbal, and interpersonal communication abilities.

Professional Experience

City of Milwaukie – Department of Public Works | Milwaukie, OR

Administrative Specialist II

Oct 2024 – Present

Provide administrative, clerical, and customer service support across eight Public Works divisions, including utilities, tree permitting, vendor requests, and climate action initiatives. Serve as primary customer service contact for internal and external stakeholders. Prepare correspondence, reports, forms, charts, and spreadsheets from notes, templates, and instructions. Maintain accurate records in compliance with retention policies; act as departmental liaison. Edit, format, and proofread technical, statistical, and legal documents. Update webpages with agendas, board packets, events, and calendars. Draft copy for social media and city communications.

Canby Public Library | Canby, OR

Library Assistant I (On-Call)

Jun 2024 – Jan 2025

Assisted patrons with library resources, technology, databases, and apps. Performed circulation and clerical duties: shelving, holds, check-ins, phones, and cart organization. Processed new and damaged materials for circulation. Supported librarians with program setup and event preparation.

Milwaukie Ledding Library | Milwaukie, OR

Library Assistant I (On-Call)

Apr 2024 – Oct 2024

Delivered customer service and technology assistance to patrons. Managed circulation tasks, book processing, and material repairs. Assisted with program setup, events, and librarian support.

Lebanon Public Library | Lebanon, OR

Library Assistant I

Oct 2018 – Nov 2019

Library Assistant II

Nov 2019 – Feb 2024

Delivered high-quality customer service and technical support for library technology and databases. Handled reference inquiries, circulation, and clerical duties. Maintained Adult Nonfiction and "Things" collections, including selection, evaluation, and weeding. Oversaw book order receiving, budget tracking, and vendor communication. Managed cash handling, weekly deposits, and lost item accounts. Designed adult programs, activities, and promotional displays. Coordinated meeting room bookings and provided technical support for presentations. Supervised, trained, and scheduled Library Assistants and volunteers.

Providence Hood River Memorial Hospital | Hood River, OR

Access Services Registrar (ED & Main Admitting)

Nov 2014 – Jun 2018

Registered patients and visitors in compliance with EMTALA and regulatory standards. Collected co-pays and maintained accurate documentation. Served as Training Lead, mentoring new hires and developing educational tools. Peer Coach for High Reliability practices, creating training materials and attending leadership huddles. Produced and distributed department newsletters. Co-chaired Employee Appreciation Committee, managing events and budgets. Cross-trained across multiple registrar roles (ED, Admitting, Communications).

Pacific Northwest Federal Credit Union | Hood River, OR

Member Service Representative

Jul 2013 – Oct 2014

Processed transactions and provided bilingual (English/Spanish) service. Handled confidential financial information in compliance with federal standards. Assisted members with loans, accounts, fraud claims, and investment products. Promoted products and services to match member needs. Designed employee incentive programs to boost performance. Trained and mentored new staff and interns.

Education

Oregon State University – Bachelor of Arts in History, Minor in English & Writing

Hood River Valley High School – High School Diploma

Volunteer Work

Linn Benton Community Literacy Partnership

Website Administrator | 2019–2022

Managed digital resources to connect adult learners with literacy tutors and materials in partnership with Linn and Benton County libraries.

American Library Association – Games & Gaming Round Table (GameRT)

Outreach Committee Co-Chair, Grant Committee Member | 2020–2024

Coordinated social media and outreach for ALA's gaming initiatives; hosted events, conferences, and maintained the Games in Libraries blog.

References

Katie Gavares, Natural Resources Manager, City of Milwaukie – ■ [REDACTED] | ✉ [REDACTED]

[REDACTED] **Kelly Lamm**, Circulation Manager, Milwaukie Ledding Library – ■

[REDACTED] | ✉ [REDACTED] **Kendra Antila**, Library Director, Lebanon Public

Library – ■ [REDACTED] | ✉ [REDACTED]

Ms. Christine L. Boatman

Oregon City, OR | Generated 12/2/2025 @ 5:25 pm by OnBoardGOV - Powered by ClerkBase

Status		Board	Vacancies	Status
Name	Ms. Christine L. Boatman	Library Board	0	Pending
Application Date	12/2/2025			
Expiration Date	12/2/2026			
Board Member	Christine L. Boatman			
Status	Validated			

Basic Information

Name
Ms. Christine L. Boatman

Contact Information

Address
[Redacted]
Oregon City, OR 97045-9301

Occupation

Employer
Self-employed
Job Title
municipal prosecutor, Cities of Oregon City and Lake Oswego

Yes, I am a resident
Yes

Email
[Redacted]

Phone
[Redacted]

Business Phone
[Redacted]

How long have you lived in Oregon City?

25 years

Describe relevant work experience that may relate to the board or committee you are applying for.

I am a very avid reader and enjoy all genres. I was a public employee and engaged in a public service job as a criminal prosecutor for Clackamas County, between 1996 and 2023. I retired in 2023, but since then have become the contract prosecutor for Oregon City and Lake Oswego. I am accustomed to engaging with members of the public who have been through traumatic experiences, and while I don't think that will particularly benefit the library board, I do think that my experience with members of the public might be of assistance.

Please list out any High School, Secondary Education, Trainings, and Colleges, along with years completed. Also list degrees and certifications.

Graduated Capital High School in Boise, Idaho, 1984. B.A. from University of Utah, 1989 J.D. from Northwestern School of Law at Lewis and Clark College, 1992.

Describe volunteer activity within this or other communities

I am a member of the Citizens Review Board, which is part of the Oregon Judicial Department, and reviews out of home placements of children in foster care.

Do you presently serve on a City board or committee?

No

Explain your interest in this board/committee and why you think its issues are important

I am a very avid reader and have been a strong proponent of public libraries since I first visited the Omaha Public Library with my

mom when I was 4 years old. I am also a very heavy library user.

List any relevant experiences, skills, or interests that have helped to prepare you for a position on this board or committee

I run a solo legal practice, so I'm very organized; I am also a very fast reader and can absorb large amounts of material with ease.

In which neighborhood of Oregon City do you live?

I am in unincorporated Clackamas County, but am in the Oregon City School District.

I certify that the information I am submitting is true. If residency is a requirement of holding this position, I certify that I am an Oregon City resident and will comply with requests for additional proof of residency if requested. I consent to allow the information contained in this application to be released to the general public upon request, including my email address and phone number.

Yes

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Rachael H Pandzik

Oregon City, OR | Generated 10/29/2025 @ 6:40 pm by OnBoardGOV - Powered by ClerkBase

Status

Name Rachael H Pandzik
Application Date 10/29/2025
Expiration Date 10/29/2026
Status Received

Board (Rank)	Vacancies	Status
Library Board (0)	0	Pending
Planning Commission (1)	0	Pending
Natural Resources Committee (2)	0	Pending
Urban Renewal Commission (3)	0	Pending

Basic Information

Name
Rachael H Pandzik

Contact Information

Address
[REDACTED]
[REDACTED]
Yes, I am a resident
Yes
Email
[REDACTED]
Phone
[REDACTED]
Cell Phone
[REDACTED]

Occupation

Employer
University of Western States
Job Title
Associate Vice President for Institutional Effectiveness

How long have you lived in Oregon City?

Since 2020

Describe relevant work experience that may relate to the board or committee you are applying for.

I bring extensive experience in strategic planning, budgeting, and policy development, with a strong background in compliance, data analysis, and resource allocation. I've led cross-functional teams and managed complex projects that balance innovation, accountability, and community impact. My undergraduate coursework included urban and resource planning with a systems focus, which continues to shape how I approach sustainable and data-informed decision-making. I'm also deeply committed to community access, sustainability, and lifelong learning.

Please list out any High School, Secondary Education, Trainings, and Colleges, along with years completed. Also list degrees and certifications.

• Doctor of Chiropractic (DC) - University of Western States, 2009 • Master of Science (MS), Higher Education Administration - Southern New Hampshire University, 2019 • Bachelor of Science (BS), Integrated Science and Technology - James Madison University, 2020 • Included coursework in urban and resource planning with a systems and environmental focus • Six Sigma Lean Black Belt Professional - Management and Strategy Institute

Describe volunteer activity within this or other communities

My volunteering has been limited to date. I have participated in one Ivy club event.

Do you presently serve on a City board or committee?

No

Explain your interest in this board/committee and why you think its issues are important

I'm especially interested in serving on the Library Board, as I'm a frequent library user who values how these spaces connect and strengthen a community. I'm keenly aware of how technology is reshaping how libraries allocate resources, and I believe it's vital to maintain access to materials in multiple formats—digital, audio, and print—to meet the diverse needs of all residents. More broadly, I'm drawn to civic planning and governance because they offer opportunities for community voices to be heard and reflected in the decisions that shape our shared future. Whether in budgeting, urban renewal, or natural resource management, thoughtful planning helps ensure that every decision supports the long-term well-being of the community. I'd be honored to contribute my planning, budgeting, and policy experience to this important work.

List any relevant experiences, skills, or interests that have helped to prepare you for a position on this board or committee

I'm especially drawn to the Library Board because I deeply value how libraries connect communities through access to information and learning. As technology reshapes how resources are shared, I believe it's vital to maintain balanced access to digital, audio, and print materials that meet the needs of all residents. My professional experience in accreditation, compliance, and strategic planning has given me the skills to navigate complex policy issues, interpret data, and make informed, collaborative decisions. I currently serve on the board for the Council on Chiropractic Education, where I've learned the importance of preparation, active participation, and open dialogue to move work forward effectively. Within my university, I also design surveys and lead focus groups to gather stakeholder feedback and use those insights for planning and resource decisions. If there isn't an opportunity to serve on the Library Board, I would welcome the chance to contribute these same skills to another board focused on planning, renewal, or natural resources.

In which neighborhood of Oregon City do you live?

Hillendale

I certify that the information I am submitting is true. If residency is a requirement of holding this position, I certify that I am an Oregon City resident and will comply with requests for additional proof of residency if requested. I consent to allow the information contained in this application to be released to the general public upon request, including my email address and phone number.

Yes

Generated 10/29/2025 @ 6:40 pm

Rachael Pandzik, DC, MS

SUMMARY

Strategic higher education leader with extensive experience in institutional accreditation, regulatory compliance, and mission-driven planning. Proven track record guiding institutions through complex accreditation cycles, policy development, and data-informed decision-making. Adept at leading cross-functional teams, facilitating continuous improvement, and aligning academic and operational efforts with evolving standards and institutional goals. Known for cultivating collaborative relationships with internal and external stakeholders, navigating regulatory landscapes, and advancing institutional effectiveness through thoughtful strategy, evidence, and integrity.

Accreditation & Regulatory Compliance • Assessment Design & Learning Outcomes • Qualitative & Quantitative Analysis • Strategic & Operational Planning • Program Development & Evaluation • Budgeting & Financial Modeling • Institutional Research & Data Systems • Environmental Scanning & Risk Analysis • Change Management & Policy Development • Team Leadership & Cross-Functional Collaboration • Continuous Improvement & Institutional Effectiveness

PROFESSIONAL EXPERIENCE

UNIVERSITY OF WESTERN STATES – PORTLAND, OREGON

Associate Vice President, Institutional Effectiveness (2018 – Present)

Accreditation, Compliance & Policy Initiatives

- Ensure institutional compliance with regional accreditation standards (NWCCU), federal regulations (including USDE reporting requirements), and state authorization requirements such as NC-SARA; prepare narrative reports, supporting documentation, and data visualizations for accreditation submissions and regulatory bodies.
- Coordinate comprehensive self-study processes and institutional site visits, managing logistics, evidence collection, stakeholder engagement, and evaluation of institutional effectiveness in alignment with NWCCU and programmatic accreditation standards.
- Lead institution-wide initiatives to build and foster a culture of compliance and continuous improvement, applying change management strategies to promote faculty and staff engagement in accreditation, policy development, and regulatory alignment.
- Provide training and consultation to academic and administrative leaders on accreditation expectations, regulatory updates, and the use of evidence-based practices to support student success and institutional mission fulfillment.
- Chair the university's policy committee, facilitating cross-functional collaboration to review, revise, and implement policies that advance compliance, accreditation readiness, and institutional agility in response to evolving standards.
- Oversee IPEDS data collection process, ensuring institutional compliance with USDE data reporting requirements; collaborate with institutional stakeholders to validate and apply data in accreditation, planning, and compliance contexts.

Outcome Assessment & Institutional Research

- Lead the design and execution of academic assessment strategies, including systematic collection, analysis, and reporting of student learning outcomes to evaluate institutional effectiveness and support accreditation standards.
- Develop and implement assessment instruments (e.g., rubrics, surveys) using platforms such as Canvas, Qualtrics, SurveyMonkey and Exxat to measure student performance, satisfaction, and progress toward learning outcomes; translate findings into actionable insights for continuous improvement.

Rachael Pandzik, DC, MS

- Collect, disaggregate, and analyze student achievement data with a focus on equity and benchmarking; serve as chair of a cross-institutional data consortium with NWCCU health science institutions to establish shared performance indicators and comparative analytics.
- Produce enrollment and retention trend analyses to inform academic planning, program development, and institutional decision-making aligned with mission fulfillment.
- Utilize advanced Excel tools, including PowerQuery and PowerPivot, to build data models and dashboards; growing proficiency in Power BI and Tableau to support dynamic, visual reporting and evidence-based planning.

Strategic and Operational Planning

- Conduct environmental scans and institutional research to evaluate external trends, internal performance, and emerging risks; use findings to inform strategic planning, policy development, and institutional accreditation readiness.
- Lead the development and implementation of strategic and operational plans that integrate change management strategies and align with accreditation standards, institutional mission, and evolving regulatory requirements.
- Oversee the university's annual appraisal and institutional effectiveness processes, producing reports on key performance indicators (KPIs), student outcomes, and mission fulfillment to support accreditation and continuous improvement.
- Develop financial models and scenario-based projections to support data-informed planning; assess the impact of academic and operational initiatives on enrollment, resource allocation, and long-term institutional sustainability.

Program Development & Department Review

- Lead and facilitate the development of four graduate-level health science programs (master's and doctoral), applying structured change management and program planning processes to assess feasibility, align with accreditation standards, and engage institutional stakeholders throughout the development cycle.
- Coordinate comprehensive academic program and administrative reviews, leveraging student achievement data, institutional effectiveness metrics, and stakeholder input to identify opportunities for improvement, ensure compliance, and support mission-aligned decision-making.

Leadership

- Oversee a team of 40+ staff, including three director-level reports and the university's standardized patient program, ensuring operational effectiveness, staff development, and alignment with institutional goals.
- Lead and participate in multidisciplinary teams—committees, workgroups, task forces, and special projects—collaborating across academic and administrative units to advance strategic priorities and institutional effectiveness.
- Identify and resolve organizational challenges through inclusive leadership and data-informed decision-making; foster a culture of accountability, transparency, and continuous improvement.
- Serve as a trusted advisor to senior leadership, providing guidance on policy, planning, and compliance matters; contribute to high-level institutional decision-making and represent the university in accreditation and regulatory contexts.

Acting Director, Information Services (2020 – 2021)

- Directed the university's information services team, implementing streamlined workflows and performance tracking systems that enhanced operational efficiency and institutional responsiveness.
- Served as a liaison between IT services and institutional leadership, facilitating transparent communication, managing competing priorities, and aligning technology initiatives with strategic goals.

Rachael Pandzik, DC, MS

- Designed and launched the institution's first IT master plan, integrating academic and administrative priorities to support long-range planning, evidence-based decision-making, and compliance with evolving technology and data security standards.

Acting Chief Academic Officer (2018 – 2019)

- Oversaw daily operations of the Office of Academic Affairs, managing staff and institutional processes related to student appeals, grievances, and academic integrity to ensure policy compliance and fair resolution.
- Led the annual publication and review of the academic catalog, ensuring the accuracy and clarity of academic policies, curricular updates, and program information in alignment with institutional standards and regulatory requirements.
- Provided executive-level support to four academic deans, coordinating efforts across functional areas to enhance operational effectiveness, ensure continuity of academic leadership, and advance institutional priorities during a period of organizational transition.

Executive Director, Academic Planning (2016 – 2018)

- Supported coordination of institutional appraisal, accreditation, assessment, and academic program review processes to ensure continuous improvement, compliance with accreditation standards, and alignment with institutional mission and goals.
- Contributed to institutional research and educational assessment activities, overseeing the standardized patient program and supporting data collection, analysis, and reporting to inform student learning and quality assurance efforts.
- Facilitated cross-functional strategic, academic, and operational planning initiatives, applying knowledge of accreditation regulations, state authorization requirements, and federal compliance standards to guide evidence-based decision-making.

Director, Curriculum and Assessment (2015 – 2016)

- Designed and administered high-stakes assessments aligned with program learning outcomes; published annual reports to analyze student performance data and support data-informed curriculum and program improvements.
- Partnered with faculty and academic leadership to revise course-level learning outcomes and modernize assessment tools, transitioning to electronic platforms to enhance data accuracy, analysis, and accessibility for accreditation reporting.
- Directed the standardized patient program, managing 40+ employees and overseeing all operational logistics, including audio/visual technology, to support rigorous clinical assessment and simulation-based education.

Coordinator, Clinical Assessment / Standardized Patient Program (2012 – 2015)

- Streamlined recruitment, hiring, and training processes for standardized patients, including development of a program handbook and performance coaching to support consistency, professionalism, and assessment validity.
- Designed and coordinated materials and logistics for high-stakes objective structured clinical examinations (OSCEs), ensuring smooth execution and alignment with assessment standards and accreditation expectations.

Rachael Pandzik, DC, MS

EARLIER CAREER

Chiropractic Physician: Delivered patient care, conducted comprehensive exams, and provided treatment modalities.

Project Analyst - Independent Project Analysis: Consulted for major companies, conductive risk analysis and benchmarking to inform capital projects.

ACCREDITATION EXPERIENCE

- Council on Chiropractic Education – Councilor (2023 – present)
- Council on Chiropractic Education – Site Team Academy Member (2020 – 2022)
- Council on Chiropractic Education – Appeals Panel Member (2017 – 2020)
- Northwest Commission on Colleges and Universities (NWCCU) – Evaluator/Chair (2017 – present)

EDUCATION & TRAINING

- DC, Doctor of Chiropractic – University of Western States
- MS, Higher Education Administration – Southern New Hampshire University
- BS, Integrated Science and Technology – James Madison University
- Six Sigma Lean Black Belt Professional – Management and Strategy Institute

SERVICE

- Council on Chiropractic Education
 - Chair, Competency-Based Education and Direct Assessment Policy Development Workgroup (2024 – 2025)
 - Member, Standards Review Task Force (2021 – 2023)
 - Member, Student Outcomes Workgroup (2021)
- Panel Member, NWCCU Annual Evaluator Training (2021)
- Reviewer, Association of Chiropractic Colleges Research Agenda Conference (2016 – 2022)
- Reviewer, Association of Standardized Patient Educators Annual Conference (2014 – 2015)

AWARDS AND HONORS

- NWCCU Beacon Award for Excellence in Student Achievement and Success (2023)
- NWCCU Commendation: Creation of a graduate-level benchmarking consortium and development of the Annual University Appraisal Report (Year 7 Evaluation of Institutional Effectiveness, 2023)

PUBLICATIONS

- Krupp S, Sandefur R, **Pandzik R**. Chiropractic academic education. In: Hawk C, editor. Praeger Careers in Chiropractic Health Care: Exploring a Growing Field. Santa Barbara, CA: Praeger; 2017:51-74.
- Krupp S, Sandefur R, **Pandzik R**. Chiropractic clinical education. In: Hawk C, editor. Careers in Chiropractic Health Care: Exploring a Growing Field. Santa Barbara, CA: Praeger; 2017:75-82.

PROFESSIONAL DEVELOPMENT

- Baldrige Performance Framework Annual Conference
- NWCCU Mission Fulfillment Fellowship Program
- Pacific Northwest Association for Institutional Research & Planning Annual Conference
- Society for College and University Planning Annual Conference
- Western Interstate Commission for Higher Education WCET Leadership Summit