



Christine M. Wilson, Ph.D.
VP for Student Affairs and Enrollment Management
Merrill Hall 103

September 21, 2021

To whom it may concern:

Please accept this general letter of recommendation for Zachary Clark. I have known Zach for five years. We served together on the Research and Scholarship Group (RSG) of the National Association for Campus Activities. For two years, I was the Chair and he served as a member before he took over as Chair. We have also been working together on a national research project for three years, and recently finished writing the final draft with two other team members.

Zach is a true scholar practitioner. He can tackle everything from complicated data analysis to making any programming accessible for his university students. His greatest strength is his ability to engage in and role model collaboration, which requires a true spirit of inquiry and understanding. Both the RSG and the research team were made up of diverse professionals, from all parts of the country and at varying stages of their careers, and each brought their own perspectives to the table. Often, progress was difficult; sometimes members varying experiences made common ground hard to find, and sometimes members did not have time to complete tasks. But as a member and then a leader, Zach sought to understand the various views being represented and the individual contexts of each member. His manner was patient, open, sincere, and direct, and members of RSG and the research team felt supported as they worked through challenges. He assured members were true collaborators and that their perspectives were sought out, nurtured, and incorporated.

But this inclusive collaboration isn't just *technique*. It is his natural desire to learn from others and to find a way that is truly representative and well thought out. It is also a reflection of his learner-centered personality and leadership style. He demonstrated a vast knowledge of leadership and management theories, research paradigms, ways to present data, use of technology in all aspects of work, etc., and he is always seeking to learn more. This "thirst" is evidenced by the fact that he is constantly engaging in professional development activities, be that attending conferences, reading articles or studies on cutting edge ideas, or reimagining "old school" theories. Further, he can always be counted on to incorporate these new ideas into his work. He is a fun and engaging conversationalist because he always has some interesting thing about which to chat. This makes him quite an eclectic, successful practitioner.

To summarize, due to his human centered and intellectual approach to his work I recommend him highly. I am confident he would be committed to the work in any organization and would bring the same curious spirit and inclusive disposition he brought to the RSG and research team. And due to his success as a member and leader in two groups which required adeptness at employing advocacy and developmental theories in practice, I am certain he will successfully apply these principles in future roles.

Thank you for your consideration. Please feel free to contact me if you need additional information.

Sincerely,

Christine M. Wilson, Ph.D.
Vice President for Student Affairs and Enrollment Management

tel: [REDACTED] fax: [REDACTED] TDD/TTY: [REDACTED] web: www.umf.maine.edu

One of Maine's public universities