HOLLY K. ZANVILLE

Education

Lindenwood University	St. Charles, MO	English & Biology	BA, Highest Honors-English
University of Wisconsin	Madison, WI	English	MA, Exam in lieu of thesis
University of Minnesota	Minneapolis, MN	Educational Administration	PhD, Fellow: Management of Educational Change

Professional Employment

- **George Washington University**: Senior Scholar and Co-Director, Program on Skills, Credentials & Workforce Policy (2021 – present)
- **Lumina Foundation**: Strategy Director for Future of Learning and Work (2019-2020); Senior Advisor for Credentialing & Workforce Development (2017-19); Strategy Director (2007-17); Senior Research Officer (2006-07)
- **Zanville Solutions:** Principal (2020 -present)
- **HKZ Educational Consulting:** Principal (2004-07)
- **Washington Higher Education Coordinating Board**: Senior Academic Officer (2004-06)
- **Oregon University System**: Associate Vice Chancellor for Academic Affairs (1986-04)
- **Oregon State System of Higher Education**: Assistant Vice Chancellor for Academic Affairs (1983-86)
- **Western Interstate Commission for Higher Education/WICHE**: Program Director (1977-83)
- **Kirkwood Community College**: Department Head - Grants (1975-77)
- **Metropolitan State University**: Associate Professor-Assessment (1975)
- **Minneapolis Public Schools**: Grant Writer (1975)
- **University of Minnesota**: Teaching Assistant-University Without Walls (1974-75)
- **Dallas College Mountain View Campus :** Instructor-English Department (1972-73)
- **Dallas Independent School District**: Evaluation Specialist/Resource Teacher Grants (1972-73)

Recent Publications/Thought Leadership

Blogs 2016-20 *(30 published in Evolllution, Medium, Linked-In, Lumina News & Views)*
- **COVID-19 Writes a Prescription for Change: Unbundling/Rebundling Learning** (with Van Ton-Quinlivan, CEO, Futuro Health) [October 2020 publication in Evolllution)]
- **The Virus that Opened the Floodgates to Change** (Interview with Mary Walshok, Associate Vice Chancellor for Public Programs and Dean of Extension, University of California San Diego) (September 21, 2020)
- **Developing Skills That Lead to Jobs: Designing the New Normal with a Four-Point Plan** (with David Leaser, Senior Program Executive, Innovation and Growth Initiatives, IBM Support Transformation, Skills and Globalization, and Fellow at Northeastern University) (August 2020)
- **Aviation Maintenance during a Pandemic: The Inside Story** (interview with Larry Good, Corporation for a Skilled Workforce, and Ryan Goertzen, AAR) (August 10, 2020)
- **What's New in Credentialing in the COVID-19 Landscape?** (Interview with Sean Gallagher, Center for the Future of Higher Education & Talent Strategy, Northeastern University) (July 7, 2020)
- **Embedding Certifications into Bachelor's Degrees Could Improve Transitions into the Labor Market** (Interview with Karen Elzey, Workcred) (May 25, 2020)
- **An updated Map to Help us Navigate the Learn-and-Work Highway** (March 16, 2020)
- **An updated map of the learn-and-work highway** (January 23, 2020)
- **Ensuring workers' 'soft skills' is no cushy job** (with Lorenzo L. Esters and Ou Lydia Liu) (August 6, 2019)
- **Inside the Big Confusing Credentialing Tent: A New Mission to Understand Non-Degree Credentials** (with Frank Essien, Jr.) (June 28, 2019)
- **In tomorrow's 'work-and-learn' world, new tools must measure progress** (April 23, 2019)
- **The edX Model Is One Promising Route to Education's Future** (October 10, 2019)
- **What Will Be Important in the Work & Learn Ecosystem in 2030? How Do We Prepare?** (Oct. 9, 2018)
- **When funders call for a map of credential transparency initiatives, we should pay attention** (February 4, 2019)
- **Reflections on Credentialing: Past, Present and Future** (January 7, 2019)
- **New research: Service years are a pathway to careers and college completion** (January 28, 2019)

- [States play a key role in identifying credentials of value](#) (October 17, 2018)
- [Building blocks for a connected learn and work ecosystem in an uncertain AI future](#) (August 1, 2018)
- [Partnership between Credential Engine and the Navy launches](#) (May 1, 2018)
- [Competency Frameworks: Blueprints for Strong Learning Structures](#) (July 27, 2017)
- [Taking the Gap Year After High School as a Paid Service Year](#) (July 18, 2017)
- [10 Tips on Embedding Industry and Professional Certifications in Education Programs](#) (Feb 27, 2017)
- [A game-changing solution to a serious credentialing problem: Right signals initiative](#) (March 23, 2017)
- [The nation's largest community college system prepares for the future](#) (July 5, 2017)
- [It's time to Build a GPS for Credentialing](#) (March 27, 2017)
- [The Big Idea: A Service Year](#) (April 5, 2017)
- [A statewide approach to service year ─ the Virginia model](#) (April 18, 2017)
- [Lumina Foundation interviews edX about new MicroMasters® programs](#) (May 22, 2017)
- [Build Your Employer Work + Learn Portfolio Like Your Stock Portfolio](#) (with Parminder Jassal) (Sept. 7, 2017)
- [Developing an Action Plan to Forge a 21st-Century Credentialing Ecosystem](#) (with Larry Good) (Sep. 21, 2016)

Books (2016-20)
- Chapter 6, *Reflections on Education in a New Era of Work and Learning*, in [Credentials for a New Era of Work and Learning](#), New Directions for Community Colleges (Spring 2020)

Other (2016-20)
- Conceptual Framework: Nine Key Building Blocks for a Connected Learn and Work Ecosystem (2018)
- Mapping Resource: [Learn-and-Work Ecosystem Guide](#) (3rd edition 2020), formerly A Guide to Key Initiatives for the Connected Learn and Work Ecosystem by Stage of Progress, Timeline, and Relation to other Related Work (2019)
- Research: Zanville, H., Porter, K., & Ganzglass, E. (January 2017). [Report on Phase I Study: Embedding Industry and Professional Certifications within Higher Education.](#) Lumina Foundation.
- Tweet [@HollyZanville](#) - focus on credentialing, future issues.
- LinkedIn: https://www.linkedin.com/in/holly-zanville-069b834/
- Credentialing cartoons (8): Poker Table; Value of Credentials (Bank Machine); Under the Bridge; Learning Frameworks; Gap Year; Future of Work; Generations' Perspectives on Digital Uses; Robots vs Humans.
- Media – numerous interviews.

Publications Prior to 2006

- *Program and Facility Policies and Procedures*, HECB, with Dr. Randy Spaulding, 7/05.
- *Initiatives to Improve Student Transitions from High School to College*, Washington legislature, 2/05.
- *Final Report of Pilot Projects in Teacher Education*, Washington Legislature, 1/05.
- Invited essay, New York Times Series: *Implications for a University System: Creating Infrastructure to Develop Culturally Competent Educator Leadership Workforce*, with Dr. Yvette Webber-Davis, 2/04.
- *K-12 Educator Supply and Demand: Snapshots:* OUS report in cooperation with Teacher Standards and Practices Commission and Oregon Department of Education, 1/04.
- *Minority Teacher Report 2001-03*, for 2003 Oregon Legislature, 3/03.
- *News from the Oregon Network for Education* (ONE), Fall Newsletter 2003.
- *Oregon Research Report: Teacher Attrition/Retention Study*, with Dr. Mark Ankeny, 7/02.
- *K-12 Educator Supply and Demand Snapshots*, 4/02.
- *Oregon Research Report: Cooperating Teacher Study*, with Dr. Michael Dalton, 4/02.
- *Oregon Research Report: Student Teacher Study,* with Dr. Michael Dalton, 4/02.
- *News from the Oregon Network for Education*, Fall Newsletter 2002.
- *Grant Management Guidelines* (internal report for Chancellor's Office, OUS), 9/01.
- *Distance Education Policy Guidelines* 2001(for OUS)
- *Survey of Virtual Universities: Trends in Online Services for Faculty, w*ith Dr. B. Morihara, 10/01.
- *Cultural Competence for Teachers,* with Dr. Andy Duncan, for 2001 Oregon Legislature, *9/01.*
- *Follow-up Study of Teacher Education Websites at Oregon Colleges and Universities*, 8/01.
- *Minority Teacher Report: A Ten-Year Retrospective,* for 2001 Oregon Legislature, 2/01.
- *News from the Oregon Network for Education*, Fall Newsletter 2001.

- *K-12 Educator Supply & Demand: Snapshots*: report by OUS in cooperation with Teacher Standards and Practices Commission and Oregon Department of Education, 11/00.
- *Survey of Teacher Education Websites at Oregon Colleges/Universities,* 9/00.
- *Inventory of Recent Educator Enhancement Projects in Oregon* - statewide report, 5/00.
- *K-12 Educator Supply and Demand: Facts/Figures & Trends*: report by OUS in cooperation with Teacher Standards and Practices Commission and Oregon Department of Education, 7/99.
- *Retirement Study of Oregon's Educator Workforce, with TSPC and ODE*, 7/98.
- *Inventory of Recent Second Language Projects in Oregon*, 4/00.
- *The Teaching of Reading in Teacher Preparation Programs in the Oregon University System*, with OUS Deans Council on Teacher Education, for Board of higher Education, 12/00.
- *K-12 Educator Supply/Demand: Facts, Figures, and Trends*: OUS report in cooperation with Teacher Standards and Practices Commission and Oregon Department of Education, 7/99.
- *Preparing for 21st Century Standards-based Schools. A Report from Deans' Council on Teacher Education.* OUS Report to the Board and Legislature, 1/99.
- *Status Report on OSSHE's Response to Changes in the Education Professions: Serving Oregon's Growing Needs.* Board of Higher Education, 4/97.
- *Background Information on Distance Education in OSSHE,* with Dr. John Greydanus, 4/97.
- *Technology Plan of OSSHE: Present Context and Future Directions,* with Dr. Jon Root, 1/97.
- *OSSHE Distance Education Policy Framework*, with Dr. Jon Root, 1995.
- *Implications for K-12 Staffing and Retirement Projections: Age Analysis of Oregon's Educator Workforce, 19942005.* Joint Boards of Education, 9/94.
- OSSHE/Annenberg New Pathways Project, Bimonthly Newsletter for Annenberg/CPB *New Pathways to a Degree Project.* 1990-94.
- *K-12 Foreign Language Teacher Study* for the Joint Boards of Education, 9/93.
- *Foreign Language Faculty Study* for the Joint Boards of Education, 9/93.
- *1992 School Staffing Trends Study*, with Dr. Ivan Hernandez and Marge Mohoric, for Joint Boards of Education, 7/92. In *Resources in Education,* 5/93, (ED 353255).
- *1992 Oregon School Counselor Study* for Joint Boards of Education, 7/92. *Resources in Education,* 5/93 (ED 353254).
- *Educators Licensed in Oregon, 1989-9,* for Joint Boards of Educations, 9/92. *Resources in Education,* 5/93 (ED 353253).
- *1992 Educator Reserve Pool Study* for Joint Boards of Education, 9/92. *Resources in Education,* 5/93 (ED 353256).
- *1986-87 Graduates of Elementary Education Programs* for Board of Higher Education, 9/88.
- *1986-87 Graduates of Administrative Education Programs* for Board of Higher Education, 9/88.
- *1986-87 Graduates of Secondary Education Programs* for Board of Higher Education, 9/88.
- *1986-87 Graduates of Special Education Programs* for Board of Higher Education, 9/88.
- *1986-87 Graduates of Counselor Preparation Programs* for Board of Higher Education, 9/88.
- *Report on Foreign Language Study in OSSHE* for Board of Higher Education, 1987.
- *Review of National Teachers Examination: Communication Skill, General Knowledge, Professional Knowledge, Elementary Education Tests.* OSSHE, *Resources in Education (*SP029 007), 11/87 (ED 283 87).
- *National Teacher Examination Testing in Oregon: Review of Tests Taken in Fall 1986.* OSSHE, 5/87.
- *Review of National Teachers Examination: 25 Specialty Area Tests.* OSSHE, November 1985. *Resources in Education,* SP029 006 (11/87), ED 283 806.
- *Profile of 1983-84 Graduates of Oregon Schools and Colleges of Education One Year After Graduation.* OSSHE, 8/85. *Resources in Education* (SP029 009), 11/8 (ED 283 809).
- *Placement of 1982-83 Elementary & Secondary Teaching Graduates from Oregon Teacher Education Institutions*, report of OSSHE/Teacher Standards and Practices Commission, 6/84.
- *Oregon Reserve Pool Study*, with Jerry Jaqua, OSSHE, *Resources in Education* (SP029 008) (ED 283 808).
- *Casebook of Practice in Internship Education*, with Dr. Richard Markwood. WICHE, 2A111, 1982.
- *Multicultural K-12 Education Sourcebook.* WICHE, 2A97, 1981.
- *Economic Development and Higher Education: Western Regional Needs Assessment.* WICHE, 1981.
- *Higher Education Resources in Economic Development: Western Inventory*, with Dr. Evan Metcalf. WICHE, 5/81.
- *Internship Programs in the West: Review and Catalog*, with Dr. Richard Markwood. WICHE, 2A91, 5/81.
- *Rural Health Internships: Evaluation Report of a Pilot Project*, for Randolph Hearst Foundation, 1980.
- *Evaluation Packet for Internship Programs.* WICHE, 2A112, 1982.

- *High Technology Manpower in the West: Strategies for Action*, prepared for Western Technical Manpower Council. WICHE, 2A117, 1983)
- *Thirteen State Profiles: High Technology Education and Manpower in the West.* WICHE, 2A122, 1983.
- *Report of a Regional Conference: Higher Education and Economic Development,* with Dr. Evan Metcalf. WICHE, 2B153, 1981.
- *Western Regional Economic Development Internships*, 1978-81, EDA, 1981.
- *Internship Programs at the Crossroads* in *Experiential Education Newsletter*, the National Society for Internships and Experiential Education, July-August 1982.
- *Knowledge and Experience: Linkages in Education*, *WICHE Reports,* Vol. 25, No. 4, Winter 1980.
- *Administrative, Staff, and Community Perceptions of the North Pyramid* (School Decentralization Study), Minneapolis Public Schools, 1974.
- Implications for Nontraditional Education: Graduate and Professional School Applicants in Resources in Education, (ED 1533535, 9/78); in College Student Personnel Abstracts, Vol. 14, No. 1, Fall 1978. AERA Annual Meeting, Toronto, 1978.

Professional Websites

- Teacher Education: http://www.ous.edu/aca/tchred.htm
- Oregon Teacher Recruitment & Mentoring (OTRM) project: http://www.ous.edu/aca/otrm/
- University/School Partnership Program: http://www.ous.edu/aca/nclb.htm (Title IIA)
- Collaborative Reading And Distance Education (CREADE): http://www.ous.edu/aca/CREADE/
- Oregon Network for Education (ONE): http://www.OregonONe.org
- Education in Oregon: http://www.ous.edu/one/
- Oregon Eisenhower Higher Education: http://www.osshe.edu/aca/eisenhower/

Presentations Since 2000 (Keynote/Panelist/Moderator/Briefing/Invited Testimony)

- 2020: ACE Exchange Conference; ACT briefing on workforce strategy; Charting the Course Use Case Meeting (NSF-Indiana); Nondegree Credential Research Network; Business higher Education Forum Winter 2020 Meeting, on Industry Certifications; Community College Baccalaureate Association Conference; Apprenti Forum *(cancelled-COVID)*; Evolllution annual conference US/Canada *(cancelled-COVID)*.
- 2019: Bloomberg Philanthropies Funders Convening (Learn-and-Work-Ecosystem); New Directions authors convening; Institute for the Future; Credential Engine Board meeting; Workcred Board – affiliate of ANSI; Judge, Centers of Excellence for Goodwill International; Earning While Learning with Early Educator Apprenticeship Programs in Indiana; Western Alliance for Community College Leaders; National Association of Workforce Boards; ASU/GSV on Sustaining Ed Tech's Future Skills (ETS); Nondegree Credential Research Network; Workcred/UPCA/Healthcare convening; Education to Employment Funders Convening; San Jose Mayor's Office.
- 2018: Learn/Launch Convening; Future Skills/Innovation Higher Education at the Institute for the Future; Apprenti Forum; National Assessment Governing Board; SACSCOC Grant Project Workshop; Industry Certifications (NC3 Leadership Summit); Industry Certifications/Data to National Network on Business and Industry Assoc); Institute for Future AI Convenings: Palo Alto and Manchester; Past, Present and Future of Credentialing at CLOSE-IT; Lessons Learned from AI Convenings: Future of Work and Learning; Embedding Industry Certifications in Educational Programs, Certifying Advisory Council of Workcred Roundtable: Lumina Foundation's Success Agenda, Indiana Grantmakers Conference.
- 2017: Credential Engine Advisory Group; AACC Workforce Development Institute; Parchment Summit on Innovating Academic Credentials; Service Yar Alliance Funders; Rethinking Credentials for Cybersecurity Careers for NICE Webinar; Credential Engine Board meeting; Institute for the Future; University Professional and Continuing Education Association; Microcredentials webinar by Mathematica's Center for improving research evidence; National Network on Business/Industry Associations Meeting on Apprenticeships; Special Panel on Research Findings, Urban Institute; webinar on future of work, Workforce Matters; Credential Engine webinar; ACT Workforce Summit: Future Skills Needed in the Workplace
- 2016: Parchment Summit on Innovating Academic Credentials; Connecting Credentials Funders Briefing; AACC Right Signals Conference; judge, Service Year's Higher Education Innovation Challenge; Connecting Credentials workgroup; AACC Credential Transparency Initiative Executive Committee; Doctoral Education and Learning Outcomes Framework Convening; National Network of Business/Industry Associations; Council of Gradate Schools' Alignment Framework for the Master's Degree.

- 2015: Work/Learn Roundtable, National Network of Business & Industry Associations; AACC Workforce Development Institute; National Academies' STEM Workforce Summit; federal briefings on credentialing (Senate/House); Dept of Labor and OCTAE briefing on credentialing; judge, Service Year's Higher Education Innovation Challenge; Credit When It's Due convening; Hope Street Colloquium; Roundtable on Use/Value of Credentials at National Network meeting; New America session for OECD (credentialing); ECS (reverse transfer); SHEEO Higher Education Policy Conference; Council of Graduate Schools; National Credentialing Summit; GEMEnA Expert Panel Meeting; Adult College Completion Network conference.
- 2014: National Network of Business/Industry Associations at Business Roundtable; Credentialing Initiative of GWU Public Policy Institute/American National Standards Institute; Transformative Change Initiative; Prior Learning Assessment; GEMEnA Expert Panel Meeting; Credit When It's Due Meeting; SREB Adult Learning Partners Meeting; Dev Ed Bootcamp; Annual awards for College of Education and Human Development, University of Minnesota; Launch of Credential Framework of Competencies; CLOSE-IT Summit; SUNY Empire State College PLA Summit on Global Learning Qualifications Framework.
- 2013: AAC&U; AACC Workforce Development Institute; Credit When It's Due Annual Meeting; Complete College America Remediation; CCRC Advisory Board; Western Alliance Annual Meeting; National League of Cities; Multi-State Collaboration on Military Credit; Clinton Global Initiative; George Adult Learning Initiative; Center Public Forum, University of Minnesota; Consortium of Independent College Conference; President's Annual Forum; ACE Fellows; Launch of DQP and Status of Credentialing Conversation; AACC meeting on Credential Systems.
- 2012: AACC Workforce Development Institute; Research to Practice Symposium: Reflections on Evidenced-based Ways to Improve College Completion; Achieving the Dream; Development Education Funders; CAEL Conference; IPEDS/State Data; National League of Cities; ACE Fellows; Adult College Completion Network; Expert Panel to Support Federal Measure of Workforce Education and Credentialing.
- 2011: Community College Futures Assembly; Philanthropy, Community Colleges/Workforce, U.S. Regional Community College Summit; Navigating Education and Workforce Funding Maze, ACT Natl Workforce Development Conference; New England Transfer Association's annual conference; WICHE/SREB Portals Convening; Penn State Adult Learning Annual Conference; National Institute for the Assessment of Adult Learning; IHEP 'What We Know' Webinar with 24 faculty researchers; Developmental Education Funders Convening with Grantees; Working Poor Families Meeting; National League of Cities EPAN Annual Meeting; Breaking Down Barriers to Empower Technical and CCs, IEDC; Journal Editors Convening for PolicyDirect; Understanding/Supporting 21st C Student Needs, Pell Institute; NLC's Municipal Leadership for Postsecondary Success Learning Academy; Adult Workforce CAEL Convening; Adult College Completion Network; Funders Briefing on PLA; Adults in a Changing Landscape, CAEL Annual Conference; Degree Ladder Model Convening.
- 2010: Interview for Newsletter on Applied Baccalaureates, University of Illinois Office of Community College Research and Leadership; Webinar on Lumina Adult Degree Completion; Applied Baccalaureates, Council for Study of Community Colleges; Interview with Michael Cohen for podcast on Achieve; Guest Instructor, Webinar on Adult Learning, Institute for College and Career Services, North Carolina State University; Lumina Applied Baccalaureate Convening; Lumina Adult Completion Audio Press Conference; Manufacturer's Institute Meeting (via audio); Philanthropy & Community Colleges, ACCT Trustees Congress; Adult Education Colloquium, Indiana University; Dev Ed Funders Group.
- 2009: Lumina's Emphasis on Workforce Issues with Joyce, Gates, and Mott Foundations, GFE Annual Conference; WICHE *Nontraditional No More* conference; NGA Workforce meeting.
- 2008: *Adult Learning* to Women in Government: 2 audio seminars, 4 regional meetings); Iowa 2008 Research in Higher Education Conference; *Kentucky Summit on Adult Learning*.
- 2007: Annual meeting, Council for Resource Development; SREB/CAEL Invitational Workshop for Policymakers/State Education Leaders: *Increasing Degree Completion among Adult Learners–Policies/Practices to Build Greater State Capacity.*
- 2005: Invited testimony to Senate Education Committee, Washington Legislature (with K-12/community college representatives) on K-16 initiatives in higher education master plan.
- 2004: Invited testimony: *Reading/Literacy* and *Quality Teacher Workforce*, to Oregon Legislative Interim Senate Education Committee, (*Broadcast on OPAN*); Group Facilitator: *Partnerships to Leverage Resources in Distance Education*, Statewide Distance Education Summit.
- 2003: Clinic: Oregon Teacher Recruitment and Mentoring Project, WA/OR School Personnel Association joint meeting.
- 2002: *Cutting-Edge Experiences: Tackling Policies to Impact Practice in Distance Education*, at FIPSE Project Director's meeting, Washington, D.C.; *From Policy to Practice: Using Research to Impact Practice*, at FIPSE Project's Director's Meeting; *Teacher Quality Issues in Oregon – Implications for Arts and Sciences*, at Oregon Arts & Science Summit: Bridging Arts/Sciences and Teacher Education.

- <u>2001</u>: *Policy Issues in Distance Education from State, Regional and National Perspectives*, at LAAP Project Director's Meeting; WCET Annual Meeting, SHEEO Annual Meeting; *Universities in Distance Education*, Oregon Distance Education Forum: Policies, Practices and Partnerships; Oregon Arts and Sciences Summit: Bridging Arts/Sciences and Teacher Education.
- <u>2000</u>: Poster Presentation*: Learning Anytime Anyplace Project and Oregon Network for Education* at annual FIPSE meetings; *Statewide Second Language Meeting*, Oregon State University

<u>Grants Prior to 2006 ($22 Million (Author or Author/Project Manager)</u>

- **Title II, A, No Child Left Behind: Teacher Quality Program.** To HECB: $1.2 million in 2004-05 (*project manager*)
- **O-QAT II/CREADE for Improving Teaching of Reading for Oregon Teachers in High-Need Schools**, subcontract to OUS from Oregon Quality Assurance in Teaching II, managed by Teaching Research, funded by Title II. $85,000, 2003-04 (*project director*).
- **Building Capacity for Professional Learning of School Administrators**, subcontract to OUS from State Action for Education Leadership Project, managed by Oregon Department of Education and funded by Wallace Foundation. $25,000, 2002-03 *(project coordinator)*.
- **Title II, A, No Child Left Behind: University/School Partnerships**. To OUS to manage for Oregon: $730,014 in 2003-04, $699,630 in 2002-03 (*project manager*).
- **Oregon Recruitment and Mentoring Project** funded to OUS by Title I Transition to Teaching Program. $2,877,477 (*key author, project director*).
- **The <u>O</u>regon <u>R</u>eading <u>E</u>ducation <u>A</u>nd <u>D</u>istance <u>E</u>ducation (TO-READE)** funded by FIPSE to OUS. $593,899. 2001-04 *(key author, project director)*.
- **Oregon Quality Assurance in Teaching Program State Grant**, funded by federal Title II Oregon Teacher Quality Enhancement Program, managed by OUS. $5,150,291 in 1999-02 *(key author/director)*.
- **2nd Generation University System Distance Education Model via Public/Private Partnerships**, funded by Learning Anytime Anywhere Partnership Program to OUS. $1.4 million, 1999-02 *(key author, project director)*.
- **Oregon Network for Education**, funded by FIPSE, to OUS. $322,000. 1998-02 *(key author, project director)*.
- **Develop Compressed Majors in Languages, Sociology & Communications to Accelerate Time to Baccalaureate Degree** funded by FIPSE to OUS (transferred to Southern Oregon University). $186,670, 1995-98 *(key author)*.
- **Evaluation of 24 Faculty/Student Productivity Enhancement Projects in OSSHE** by SHEEO/FIPSE grant. $9,000, 1995-96 *(key author, project director.*
- **Strengthening Pre-College Japanese Language and Culture** funded by Sasakawa Foundation to OUS. $498,000, 1994-97 *(key author)*.
- **New Pathways to a Degree Project** funded by the Annenberg/CPB "New Pathways to a Degree" Project, to OUS. $300,000, 1990-93 *(key author, project director)*.
- **Oregon Title II Eisenhower Higher Education Professional Development Program,** funded by USDOE to OUS: (formula-based grant): $280,000-1986, $140,000-1987, $232,000-1988, $340,6741989, $303,057-1990, $437,578-1991, $460,602-1992, $553,885-1993, $545,612-1994, $623,817-1995, $407,115-1996, $454,534-1997; $550,000-1998; $540,000-1999; $531,695-2000; $682,532-2001 *(key author, project manager)*.
- **Industry/Postsecondary Education Partnership for Faculty Development** funded by FIPSE to OUS: $79,000, 1986-88 *(key author, project director)*.
- **High Technology Project** funded by industry to WICHE. $62,500, 1982-83 (key author, project director).
- **Education/Workplace Evaluation Project** (national case studies) funded by FIPSE to WICHE. $185,607, 197982 *(key author, project director)*.
- **Internships in Multicultural Education in the West: Curriculum Development Project** funded by Ethnic Heritage Studies Program, USDOE, to WICHE. $54,600, 1980-81 *(key author, project director)*.
- **Regional Economic Development Internship Project** funded by Economic Development Administration, U.S. Dept. of Commerce, to WICHE. $125,000-1979, $100,000 -1980, $100,000-1981 *(key author, project director)*.
- **Internships in Rural Health Planning in the West** funded by the Randolph Hearst Foundation to WICHE. $10,000-1980, $10,000- 1981 *(key author, project director)*.
- **Regional Conference on Higher Education and Economic Development** funded by Economic Development Administration of U.S. Department of Commerce to WICHE. $25,000, 1980. Also funded by Chevron U.S.A., $5,000 *(key author, project director)*.
- **Multicultural Humanities Internships in the West** funded by National Endowment for the Humanities to WICHE. $100,000, 1980 *(key author, project director)*.

- Co-author at Kirkwood Community College (nursing/allied health, agriculture) and Dallas Independent School District (e.g., school/community, legal education, career education, Simu-school) in 1970s.

Community Service/Other

- Board member. Hamilton County Humane Society (March 2020 – present)
- Book (pen name: Kay Zincus): **The First Year: Conversations with a New ICU Nurse** (2011)
- Website: **Z House Stories – All About Reading to Children** (50+ blogs on literacy, testimonials, books)
- Children's picture books
  How BJ Diana Came To Live At The Z House (2012)
  How The Dog Came To Live At The Z House (2012)
  Summer at the Z House (2013) Named one of best books of 2014 by Kirkus Reviews (Children's) - THE KIRKUS STAR Awarded to Books of Exceptional Merit
  Sadie Cat's Close Call (2014)
  How 7 Fish And 2 Ponds Landed In The Z House Backyard (2015)