

CURRENT POSITION

Professor, Daniel J. Evans School of Public Affairs;
Professor, College of Education
University of Washington Box 353055
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EDUCATION

BA – Political Science
Haverford College, May 1969
MPP - Public Policy, University of
California, Berkeley, June 1973
PhD – Public Policy, University of
California, Berkeley, December 1978

RESEARCH AND TEACHING INTERESTS

Public policy toward public and private higher education; higher education finance and accountability; education, training and the labor market and related public policies; policy related to educational transitions; education and economic development policies particularly re workforce development; public policy analysis and implementation.

EMPLOYMENT HISTORY

- Daniel J. Evans School of Public Affairs, University of Washington:
 - Professor/PhD Program Faculty Coordinator 2008-
 - Professor/Faculty Council Chair 2006-07, 11-12
 - Professor/ Associate Dean 2001-05
 - Professor/Director of Graduate Studies 2000-01
 - Professor 2000-
 - Associate/ Assistant Professor 1985-1999
 - Acting Dean Mar-Aug1988
 - (also appointed as joint [initially adjunct] faculty in Educational Leadership and Policy Studies, College of Education, since 1986)
- Adjunct Faculty Fall 1983
Claremont Graduate School (now University)
- Senior Research Associate 1979-1985
Higher Education Research Institute, UCLA
- Assistant Professor 1978-1984
Graduate School of Management, UCLA
(Adjunct faculty, Graduate School of Education)
- Visiting Assistant Professor 1976-1978
Policy Analysis Division, Faculty of Commerce
University of British Columbia
- Program Review Analyst/Project Leader 1973-1975
Program Evaluation Unit, CA State Dept. of Finance

- Budget Analyst
California State Department of Finance 1972-1973
- Director of Research and Associate Publications Editor
Southeastern Pennsylvania Economic Development Corp. 1971
- Elementary Teacher (5th & 6th grade combined class)
School District of Philadelphia, PA 1969-70
- Legislative Assistant to Hon. W. Thacher Longstreth
Councilman-At-Large, City of Philadelphia, PA 1969

OTHER CURRENT AND RECENT AFFILIATIONS

- Co-director, Collaborative Researchers in Education Sciences Training (CREST) 2009-
program, a federally funded, interdisciplinary PhD training program based at
UW's College of Education; the Evans School is a partner in the program
- Fellow, TIAA-CREF Institute, New York, NY 2008-
- President/Past-President, Association for the Study of Higher Education 2009-11
- Senior Fellow, National Center for Public Policy and Higher Education,
San Jose, CA 2005-11
- Associated Scholar, Program on Private Higher Education, The University at
Albany, SUNY 2005-
- Faculty Associate, Center for Innovation and Research in Graduate Education,
College of Education, University of Washington 2002-

BOOKS AND JOURNAL SPECIAL ISSUES

- W. Zumeta, D. Breneman, P. Callan, & J. Finney, *Financing American Higher Education in the Era of Globalization*. Cambridge, MA: Harvard Education Press, 2012. Nominated for 2012 Grawemeyer Prize in Education.
- D. Levy and W. Zumeta (Eds.). (2011, August). Private Higher Education and Public Policy: A Global Comparative View. Special issue of *The Journal of Comparative Policy Analysis* 13(4).
- W. Williams, W. Zumeta, & B. J. Narver (Eds.) (1990). *Washington Policy Choices: 1990s*. Seattle: University of Washington, Institute for Public Policy and Management.
- W. Zumeta. (1985). *Extending the Educational Ladder: The Changing Quality and Value of Postdoctoral Study*. Lexington, MA: Lexington Books/D. C. Heath.

JOURNAL ARTICLES

W. Zumeta (2011). What Does It Mean to be Accountable? Dimensions and Implications of Higher Education's Public Accountability. *Review of Higher Education* 35(1), 131-148. ASHE 2010 Presidential address.

E. Morrison, E. Rudd, W. Zumeta, and M. Nerad. (2011, Sept/Oct). What Matters for Excellence in PhD Programs? Latent Constructs of Doctoral Program Quality Used by Early Career Social Scientists. *Journal of Higher Education* 82(5), 535-563.

W. Zumeta. (2011, August). State Policy and Private Higher Education in the U.S.A.: Understanding the Variation in Global Perspective. *Journal of Comparative Policy Analysis* 13(4), 425-442.

D. Levy and W. Zumeta. (2011, August). Introduction—Private Higher Education and Public Policy: A Global View. *Journal of Comparative Policy Analysis* 13(4), 345-349.

W. Zumeta & J. S. Raveling (2002-03, Winter). Attracting the Best and the Brightest. *Issues in Science and Technology* 19(2), 36-40.

L. R. Jones, F. Thompson, & W. Zumeta (2001). Public Management for the New Millennium: Developing Relevant and Integrated Professional Curricula. *International Public Management Review* 2(2), 19-38.

F. Thompson & W. Zumeta. (2001). Effects of Key State Policies on Private Colleges and Universities: Sustaining Private-Sector Capacity in the Face of the Higher Education Access Challenge. *Economics of Education Review* 20, 517-531.

W. C. Parker & W. M. Zumeta (1999, Winter). Toward an Aristocracy of Everyone: Policy Study in the High School Curriculum, and rejoinder to Neil O. Houser, The Limits of Policy Study in the High School Curriculum. *Theory and Research in Social Education* 27(1), 9-44 and 102-103.

W. Zumeta. (1998, Winter). Public University Accountability to the State in the Late Twentieth Century: Time for a Rethinking? *Policy Studies Review* 15(4), 5-22.

- Reprinted in R. Weissberg (Ed.) (2000). *Democracy and the Academy*. Commack, NY: Nova Science, 93-122.

W. Zumeta. (1996, Fall). A Case Study: Where Can We Put All the Students? *Thought & Action* XII(2), 7-43.

W. Zumeta. (1996, July/August). Meeting the Demand for Higher Education Without Breaking the Bank: A Framework for the Design of State Higher Education Policies for an Era of Increasing Demand. *Journal of Higher Education* 67(4), 367-425.

- Reprinted in L. F. Goodchild, C. D. Lovell, E. R. Hines, and J. I. Gill, (Eds.) (1997). *Public Policy and Higher Education*. Needham, MA: Simon & Schuster for the Association for the Study of Higher Education, 491-535.

W. Zumeta. (1992, July/August). State Policies and Private Higher Education: Policies, Correlates and Linkages. *Journal of Higher Education*, 63(4), 363-417.

L. R. Jones, F. Thompson, & W. Zumeta. (1986). Reform of Budget Control in Higher Education. *Economics of Education Review* 5(2),147-158, and Reform of Budget Control: Reply, 165-166.

F. Thompson & W. Zumeta. (1985, Winter). Hiring Decisions in Organized Anarchies: More Evidence on Entrance into the Academic Career. *Review of Higher Education* 8(2), 123-138.

W. Zumeta. (1984, Spring). Anatomy of the Boom in Postdoctoral Appointments During the 1970s: Troubling Implications for Quality Science? *Science, Technology and Human Values* 9(47), 23-37.

W. T. Stanbury, F. Thompson, & W. Zumeta. (1982). Regulatory Reform: American Experience and Canadian Prospects. *Journal of Contemporary Business* 10(4), 81-96.

W. Zumeta. (1982). Doctoral Programs and the Labor Market, or How Should We Respond to the 'Ph.D. Glut?' *Higher Education* 11(3), 321-343.

F. Thompson & W. Zumeta. (1981). A Regulatory Model of Governmental Coordinating Activities in the Higher Education Sector. *Economics of Education Review*, 1(1), 27-52.

F. Thompson & W. Zumeta. (1981). Control and Controls: A Reexamination of Control Patterns in Budget Execution. *Policy Sciences*, 13, 25-50.

CHAPTERS IN EDITED VOLUMES

A. Kinne and W. Zumeta (2013, forthcoming). California: Facing Pressing Challenges in Expanding Access to Higher Education. In B. Jongbloed and H. Vossensteyn (Eds.). *Access and Expansion Post-Massification*. Routledge International Higher Education Series.

W. Zumeta (2013). Higher Education Enters a New Era. In *The NEA 2013 Almanac of Higher Education* (pp. 27-36). Washington, DC: National Education Association.

W. Zumeta (2012). States and Higher Education: On Their Own in a Stagnant Economy. In *The NEA 2012 Almanac of Higher Education* (pp. 27-38). Washington, DC: National Education Association.

W. Zumeta and A. Kinne (2011). Accountability Policies: Directions Old and New. In D. Heller (Ed.). *The States and Public Higher Education Policy: Access, Affordability, and Accountability*, 2nd edition (pp. 173-199). Baltimore: Johns Hopkins University Press.

W. Zumeta and A. Kinne (2011). The Recession Is Not Over for Higher Education. In *The NEA 2011 Almanac of Higher Education* (pp. 29-42). Washington, D.C.: National Education Association.

W. Zumeta and R. LaSota (2010). "Recent Patterns in Private Higher Education in the U.S." In K. Kinser et al, *The Global Growth of Private Higher Education* (pp. 91-106). Association for the

Study Higher Education Research Reports Series. San Francisco: Jossey-Bass.

W. Zumeta (2010). "The 'Great Recession': Implications for Higher Education." In *The NEA 2010 Almanac of Higher Education* (pp. 29-42). Washington, DC: National Education Association.

W. Zumeta (2010). "California." In David Dill and Franz van Vught (Eds.). *National Innovation and the Academic Research Enterprise: Public Policy in Global Perspective* (pp. 480-526). Baltimore: Johns Hopkins University Press.

W. Zumeta (2009). "State Support of Higher Education: The Roller Coaster Plunges Downward Yet Again." In *The NEA 2009 Almanac of Higher Education* (pp. 29-44). Washington, DC: National Education Association.

- Republished on-line in *Journal of Collective Bargaining in the Academy*, September 2009.

W. Zumeta (2008). "Higher Education Funding: On the Way Up But for How Long?" In *The NEA 2008 Almanac of Higher Education* (pp. 85-100). Washington, DC: National Education Association.

W. Zumeta (2007). Financing Higher Education Access in Challenging Times. In H. Wechsler (Ed.). *The NEA 2007 Almanac of Higher Education* (pp. 57-70). Washington, D.C.: National Education Association.

W. Zumeta (2006). Public Higher Education in Washington State: Aspirations Are Misaligned with Fiscal Structure and Politics. In R. Ehrenberg (Ed.). *What's Happening to Public Higher Education?* (pp. 275-302). New York: American Council on Education/Praeger.

W. Zumeta (2006). The New Finance of Public Higher Education. In H. Wechsler (Ed.). *The NEA 2006 Almanac of Higher Education* (pp. 37-48). Washington, D.C.: National Education Association.

- Reprinted in *Icfai Journal of Higher Education* (India), May 2007.

W. Zumeta (2005). Higher Education's Fiscal Fortunes: Some Light in the Tunnel at Last. In H. Wechsler (Ed.). *The NEA 2005 Almanac of Higher Education* (pp. 27-38). Washington, D.C.: National Education Association.

W. Zumeta (2005). Accountability and the Private Sector: State and Federal Perspectives. In J. C. Burke (Ed.). *The Many Faces of Accountability: Holding Higher Education Accountable for Performance* (pp. 25-54). San Francisco, CA: Jossey-Bass Publishers.

- Reprinted in Chinese in *Proceedings of the Qifang International Conference on Private Higher Education*. Xi'an, People's Republic of China, December 2004.

W. Zumeta (2004). State Higher Education Financing: Demand Imperatives Meet Structural, Cyclical, and Political Constraints. In E. P. St. John and M. D. Parsons (Eds.). *Public Funding of Higher Education: Changing Contexts and New Rationales* (pp. 75-107). Baltimore, MD: Johns Hopkins University Press.

W. Zumeta (2004). Higher Education Funding: Stagnation Continues; Financial Restructuring Underway. In H. Wechsler (Ed.). *The NEA 2004 Almanac of Higher Education* (pp. 61-74). Washington, D.C.: National Education Association.

W. Zumeta (2003). Higher Education Finances: In Recession Again. In H. Wechsler (Ed.). *The NEA Almanac of Higher Education* (pp.1-14). Washington, D.C.: National Education Association.

W. Zumeta (2002). Progress and Education Policy: Supporting the Realization of Human Aspirations. In C. Leigh Anderson and Janet Looney (Eds.). *Progress and Public Policy* (pp. 139-157). Lanham, MD: Lexington Books.

W. Zumeta (2002). Higher Education in the States: Teetering on the Brink Once Again. In H. Wechsler (Ed.). *The NEA 2002 Almanac of Higher Education* (pp. 73-88). Washington, D.C.: National Education Association.

W. Zumeta and Joyce S. Raveling (2001). The Best and Brightest for Science: Is There a Policy Problem Here? In M. Feldman and A. N. Link (Eds.). *Innovation Policy in the Knowledge-Based Economy* (pp. 121-161). Norwell, MA: Kluwer Academic Publishers.

W. Zumeta (2001). Public Policy and Higher Education Accountability: Lessons from the Past for the New Millennium. In D. Heller (Ed.). *Access, Affordability, and Accountability: the States and Public Colleges and Universities* (pp. 155-197). Baltimore: Johns Hopkins University Press.

W. Zumeta (2001). Higher Education Finance in the Nineties: Lessons for the New Millennium. In H. Wechsler (Ed.). *The NEA 2001 Almanac of Higher Education* (pp. 75-86). Washington, D.C.: National Education Association.

W. Zumeta (2000). Accountability: Challenges for Higher Education. In H. Wechsler (Ed.). *The NEA 2000 Almanac of Higher Education* (pp. 57-71). Washington, DC: National Education Association.

W. Zumeta (1999). Utilizing Private Higher Education for Public Purposes: Policy Design Challenges Facing Efforts to Help Meet Higher Education Access Demands Through the Private Sector. In S. Nagel (Ed.). *The Substance of Public Policy* (pp. 191-230). Commack, NY: Nova Science.

W. Zumeta (1999). Fiscal Prospects for Higher Education: 1999. In H. Wechsler (Ed.). *The NEA 1999 Almanac of Higher Education* (pp. 71-91). Washington, DC: National Education Association.

W. Zumeta (1998), 1997 State Higher Education Finance and Policy Developments. In H. Wechsler (Ed.). *The NEA 1998 Almanac of Higher Education* (pp. 65-92). Washington, D. C.: National Education Association.

W. Zumeta (1997). State Policy and Private Higher Education: Past, Present and Future. In J. Smart (Ed.). *Higher Education: Handbook of Theory and Research, Volume XII* (pp. 43-105). New York: Agathon Press.

• Reprinted with a new Epilogue in M. B. Paulsen & J.C. Smart (Eds.) (2001). *The Finance of Higher Education: Theory, Research, Policy, & Practice* (pp. 355-415). New York: Agathon Press.

W. Zumeta & J. Fawcett-Long. (1997). The State Fiscal and Policy Climate for Higher Education: 1996. In H. Wechsler (Ed.). *The NEA 1997 Almanac of Higher Education* (pp. 83-102). Washington, DC: National Education Association.

W. Zumeta & J. Fawcett-Long. (1996). State Higher Education Finance and Policy Developments: Postponing the Inevitable? In H. Wechsler (Ed.). *The NEA 1996 Almanac of Higher Education* (pp. 75-96). Washington, DC: National Education Association.

W. Zumeta. (1995). State Policy and Budget Developments: Small Gains on the Fiscal Front but Clouds Continue to Build. In H. Wechsler (Ed.). *The NEA 1995 Almanac of Higher Education* (pp. 73-96). Washington, D.C.: National Education Association.

W. Zumeta & J. Looney. (1994). State Policy and Budget Developments. In H. Wechsler (Ed.). *The NEA 1994 Almanac of Higher Education* (pp. 79-103). Washington, D.C.: National Education Association.

W. Zumeta (1990), Higher Education Policy. In Betty Jane Narver, W. Williams, W. Zumeta, and B. J. Narver (Eds.) *Washington Policy Choices: 1990s* (pp. 180-224). Seattle: University of Washington, Institute for Public Policy and Management.

W. Zumeta (1989). Higher Education and Small Community Development: Modest Potential But No Panacea. In P. Sommers (Ed.). *A Northwest Reader: Options for Rural Communities* (pp. 38-54). Seattle: University of Washington, Northwest Policy Center.

W. Zumeta & P. Wohlstetter. (1986). Higher Education at the Crossroads. In J. Kirlin & D. Winkler (Eds.), *California Policy Choices, Volume Three*. (pp. 151-202). Sacramento: University of Southern California, Sacramento Public Affairs Center.

- A revised version was published in J. Rawls (Ed.). (1988). *New Directions in California History* (pp. 368-379.) New York: McGraw-Hill.

L. C. Solmon & W. Zumeta. (1986). U.S. Science Manpower and R&D Capacity: New Problems on the Horizon? In S. K. Gove & T. M. Stauffer (Eds.). *Policy Controversies in Higher Education* (pp. 186-212). New York: Greenwood Press.

W. Zumeta & L. C. Solmon. (1982). Professions Education. In H. Mitzel (Ed.). *Encyclopedia of Educational Research, Fifth Edition* (pp. 1458-1467). New York: Macmillan, 1982.

F. Thompson & W. Zumeta. (1982). The Objectives of Regulation. In F. Thompson & L.R. Jones (Eds.). *Regulatory Theory and Practice: Regulating Better and Regulating Less* (pp. 44-92). New York: Praeger.

REVIEWS

W. Zumeta (2011, January/February). Review of: E. P. Trani and R. D. Holzworth (2010). *Higher Education, Economic Development and the Knowledge Economy*. Lanham, MD: Rowman & Littlefield. In *Journal of Higher Education* 82(1), 17-19.

W. Zumeta (2009, December). Review of: Richard Richardson and Mario Martinez (2009). *Policy and Performance in American Higher Education*. *TCR Reviews* (on-line: www.tcrecord.org).

W. Zumeta (2006, Winter). Review of: Brian Pusser (Ed., 2005). *Arenas of Entrepreneurship: Where Nonprofit and For-Profit Institutions Compete*. *New Directions for Higher Education* 129 (Spring 2005). Published in *Review of Higher Education* 29(2), 258-260.

W. Zumeta (2001). Review of: Thomas J. Kane (1999). *The Price of Admission: Rethinking How Americans Pay for College*. Washington, D.C.: Brookings Institution Press and Russell Sage Foundation. Published in *Journal of Policy Analysis and Management* 20(2), 368-371.

W. Zumeta (1988). Review of: Government-Industry-University Research Roundtable, *Nurturing Science and Engineering Talent: A Discussion Paper*. Washington, D.C.: National Academy of Sciences, 1987. Reviewed in K. Halstead (Ed.). *Higher Education Bibliography Yearbook 1988* (pp. 238-241). Washington, DC: Research Associates of Washington, Inc.

W. Zumeta (1987). Review of: N. S. Nash and E. M. Hawthorne, *Formal Recognition of Employer-Sponsored Instruction: Conflict and Collegiality in Postsecondary Education*. ASHE-ERIC Higher Education Research Report No. 3, 1987. Washington, DC: Association for the Study of Higher Education, 1987. Reviewed in Halstead, *Ibid*, 241-244.

W. Zumeta (1987). Review of: Carnegie Forum on Education and the Economy. *A Nation Prepared: Teachers for the 21st Century*, 1986. In K. Halstead, (Ed.). *Higher Education Bibliography Yearbook 1987* (pp. 282-285). Washington, D.C.: Research Associates of Washington, Inc.

REPORTS, OP-EDS, AND OTHER PUBLICATIONS

W. Zumeta (2013, January 29). "Can We Still Afford Higher Education?" Published by *Big Think* at: <http://bigthink.com/experts-corner/can-we-still-afford-higher-education>

W. Zumeta (2012, September). "Is Higher Education Still Worth It?" Published by World Education Summit for Education (WISE) at: <http://www.wise-qatar.org/content/william-zumeta-higher-education-still-worth-it>

W. Zumeta (2011, Fall). "California Higher Education in Context: The Impact of States' Financial Stress on Public Support for Higher Education." *Policy Matters* 9(1), 21-22.

W. Zumeta (2010, February). "Does the U.S. Need More College Graduates to Remain a World Class Economic Power?" A "white paper" prepared for a national debate on this subject held February 26, 2010 at the National Press Club. Posted on the website of the Miller Center of Public Affairs, University of Virginia. www.millercenter.org/public/debates.

W. Zumeta (2009, October, updated 2010, September). "Explaining the National Research Council's PhD Program Assessment Methodology: A Guide for the University of Washington." Prepared for the Graduate School, University of Washington and published at: <http://www.grad.washington.edu/about/nrc/index.shtml>

W. Zumeta & D. Frankle (2007, March). *California Community Colleges: Making Them Stronger and More Affordable*. San Jose, CA: National Center for Public Policy and Higher Education. Report #07-1 (sponsored by the William and Flora Hewlett Foundation).

W. Zumeta (2007, Winter). "The New Accountability: The Potential of Performance Compacts in Higher Education." *National CrossTalk* 15(1), 12-13.

W. Zumeta (2006, May). "Enrollment Needs and Planning in Washington Higher Education." Report to NORED Inc. for *Washington Learns*.

W. Zumeta. (2003, Feb. 10). "Nation Must Invest in Young Scientists." *Seattle Times* Op-Ed.

W. Zumeta & E. Babco. (2001, October). "Best & Brightest Part III: Are Science and Engineering Graduate Programs Still Attracting the Best Students?" Report to the A. P. Sloan Foundation.

W. Zumeta. (1999, October). "Best & Brightest Part II: Are Science and Engineering Graduate Programs Still Attracting the Best Students?" Report to the Sloan Foundation.

W. Zumeta. (1999, February). *Enrollment Patterns in Private, Nonprofit Higher Education, 1980-1995*. Final Report to the TIAA-CREF Strategic Research Fund. Seattle: University of Washington, Graduate School of Public Affairs.

W. Zumeta. (1997, March). "View." A commentary on TIAA-CREF's 1997 Economic Forecast:" by L. Kamp. *TIAA-CREF Benefit Plan Counselor Special Report*, 3.

W. Zumeta. (1996). "A Perspective on the Evolution of Distance Education at the Postsecondary Level, With Specific Reference to the Community and Technical Colleges of Washington." Prepared for Pacific Technologies, Inc., Bellevue, WA, for the Communications and Technology Center, Washington State Community and Technical Colleges.

W. Zumeta. (1996, August). *State Student Aid Policies and Independent Higher Education*. California Higher Education Policy Center Occasional Paper. San Jose: The Center.

An adapted version appeared as:

- W. Zumeta, with the assistance of J. Fawcett-Long. (1996, June). *State Student Aid Policies and Independent Higher Education: Their Potential Relevance for California*. In J. Finney (Ed.). *A Supplement to Shared Responsibility* (pp. 55-68). San Jose: California Higher Education Policy Center.

J. B. Lee, W. Zumeta, and E. P. St. John. (1995). *Feasibility Study of Establishing Private Higher Education Charter Institutions and Issuing Tuition Vouchers*. Prepared for the Joint Legislative Budget Committee, State of Arizona. Washington, DC: JBL Associates, Inc.

W. Zumeta & J. Fawcett-Long (1995). *Access Policy in the West: Is There a Role For Private Higher Education?* Boulder, CO: Western Interstate Commission on Higher Education. A short version appeared as:

- W. Zumeta. (1996, August). *The Access Dilemma: Can Private Higher Education Help?* *WICHE Policy Insights*, 1-4.

W. Zumeta. (1994). *Crisis or Opportunity? Private Higher Education and Public Policy Looking Toward 2000 and Beyond*. Final report to the Pew Charitable Trusts, Seattle: University of Washington, Graduate School of Public Affairs.

W. Zumeta. (1994). *States and Independent Higher Education: A Report on National Surveys of Three Key Groups of Policy Players*. Report to the Pew Charitable Trusts and National Institute of Independent Colleges and Universities. Seattle: University of Washington, Graduate School of Public Affairs. Two widely available short reports were published based upon this report:

- W. Zumeta. (1995, March). *State Policies and Independent Higher Education*. *SHEEO/NCES Network News*14(1), 8. Denver: State Higher Education Executive Officers.
- Independent Colleges and Universities. In R. Sweeney. (1995). *AASCU 1995 Report of the States* (pp. 44-47). Washington: American Association of State Colleges & Universities.

W. Zumeta. (1993). *Independent Higher Education and Public Policy: Looking Toward 2000*. Report to the Lilly Endowment. Seattle: University of Washington, Graduate School of Public Affairs.

W. Zumeta, J. McIntire, L. Iglitzin, & G. Swearingen. (1992). *Adult Basic Skills Instruction Services and Needs in Washington*. Report to the Washington State Office of Adult Literacy. Seattle: University of Washington, Institute for Public Policy and Management.

W. Zumeta, with the assistance of P. Sommers and S. Eisert. (1992). "Job Generation in the United States: A Review of the Research Literature." Report to the Milken Institute for Job and Capital Formation, Santa Monica, CA.

W. Zumeta. (1991). *The Impact of State Policies on Independent Colleges and Universities*. Washington, D.C.: National Institute of Independent Colleges and Universities.

W. Zumeta. (1989). *State Policies and Independent Higher Education in Washington*. Report to the Washington State Higher Education Coordinating Board. Olympia: the Board.

W. Zumeta. (1989). *State Policies and Independent Higher Education: A Technical Report*. Report to the Education Commission of the States Task Force on State Policy and Independent Higher Education. Denver: the Commission.

W. Zumeta. (1988). *A Framework for Analysis of State Policy and Independent Higher Education*. ECS Working Paper prepared for the Task Force on State Policy and Independent Higher Education. Denver: Education Commission of the States.

W. Zumeta. (1986). "Higher Education Coordination in Washington State: A Brief History with Emphasis on the Context of the 1984-85 Reviews of the Council on Postsecondary Education." Report to the Evaluating State Higher Education Agencies Project. University of Maryland, National Center for Postsecondary Education Governance and Finance.

W. Zumeta and D. Stephens. (1986). *Increasing Higher Education's Contribution to Economic Development in Washington*. Report to the Senate Education Committee. Olympia: Washington State Institute for Public Policy.

W. Zumeta and L. Solmon. (1984). *Postdoctoral Education in the Humanities*. Report to the Andrew W. Mellon Foundation. Los Angeles: UCLA, Higher Education Research Institute.

W. Zumeta. (1983). *Extending the Educational Ladder: The Changing Role of Postdoctoral Education in the United States*. Report to the Spencer Foundation, the Lilly Endowment, and the National Science Foundation. Springfield, VA: National Technical Information Service.

C. Pillsbury & W. Zumeta. (1976). *A Review of Selected Aspects of University of California Graduate Programs*. Sacramento: California Department of Finance, Program Evaluation Unit, S77-19.

F. Thompson, G. Carter & W. Zumeta. (1974). *Quality and Productivity in Graduate Education at the University of California: A Department of Finance White Paper*. Sacramento: California State Department of Finance, Program Review Branch, PR-92.

F. Thompson & W. Zumeta. (1974). *Budgeting Graduate Programs at the University of California*. Sacramento: California State Department of Finance, Program Review Branch, PR-83.

TEACHING MATERIALS

Designed and supervised preparation of a teaching note by student Lee Ann Merrill. (1992). *Note on Local Government Budgeting in Washington*. Seattle: Cascade Center for Public Service. Updated under my supervision by Kathryn Wickward in 1998. This is used in the Evans School's Budgeting course and in the Cascade Center's local government budgeting module.

Designed and supervised preparation of a Teaching Note by student Dean Stephens, *Note on the Washington State Budget Process*. (1988). Seattle: University of Washington, Cascade Center for Public Service. This was used for several years in training new employees by the State Office of Financial Management as well as in Cascade and GSPA courses.

RESEARCH AND TRAINING GRANTS AND CONTRACTS (PI except as noted)

Computing the Variance of an Estimated Treatment Effect in the Presence of Variation across Multiple Comparison Groups (with Mark Long). Part of a multi-site project on the teaching of undergraduate economics using different delivery modes. Submitted to U. S. Department of Education, Institute for Education Sciences, November 2012. Requested funding is about **\$175,000** over two years.

Preparing Scholars for Rigorous Mixed-Method Studies of K-20 Education Policies and Programs: The Collaborative Researchers for Education Sciences Training (CREST) Training Program. (Co-PI with Robert Abbott and Michael Knapp.) July 1, 2009-June 30, 2014. **\$4,800,000**. Sponsor: Institute for Education Sciences, U.S. Department of Education.

Policies for Affordability in the California Community Colleges. March 1-September 30, 2006: **\$112,500**. Sponsor: The William and Flora Hewlett Foundation (through National Center for Public Policy and Higher Education).

Identifying and Understanding Quality-Related Trends in Advanced Training in Science and Engineering: Phase I. Nov. 1, 1998-Sept. 30, 1999; **\$30,000**; *Phase II*, Jan. 1, 2000-Oct. 31, 2001; **\$49,274**. Sponsor: Alfred P. Sloan Foundation. (Also supported by 2 Evans School grants.)

Public Policy and Private Higher Education. 1996-98; **\$8,500**. Sponsor: TIAA/CREF Strategic Research Fund.

Surveys Supporting Analysis of Tuition Vouchers for Private Higher Education in Arizona. 1995; **\$15,000**. Sponsor: Arizona Joint Legislative Budget Committee through JBL Associates, Inc.

Studies of Public Policy and Private Higher Education. 1994-95; **\$10,800**. Sponsor: RAND Institute for Education and Training.

Washington State Fiscal Policy Center. (Uncompensated faculty associate; I assisted in planning and preparation of the planning grant and the first operational grant.) 1993-96; **\$250,000** total. Sponsors: The Ford Foundation and Annie Casey Foundation.

Surveys of Policymakers on State Policies Affecting Independent Colleges and Universities. 1993; **\$6,800**. Sponsors: National Institute of Independent Colleges & Universities, American Association of State Colleges & Universities, and National Association of State Universities & Land-Grant Colleges.

The Quiet Crisis: Private Higher Education and Public Policy Looking Toward 2000. 1992-93; **\$50,000**. Sponsor: The Pew Charitable Trusts.

Basic Skills Instruction in Washington State: Capacity and Needs. 1992; **\$20,000**. Sponsor: Washington State Office of Adult Literacy.

Public Policy and Independent Higher Education: Looking Toward 2000. 1990-92; **\$113,500**. Sponsor: The Lilly Endowment.

State Policies and Their Effects on Independent Colleges and Universities. 1990; **\$11,000**. Sponsors: National Inst. of Independent Colleges & Universities, & State Association Executive Officers.

Survey of State Policymakers Regarding State Policies and Funding Affecting Independent Higher Education. 1988-89; **\$14,400** total. Sponsors: Education Commission of the States and Washington State Higher Education Coordinating Board.

Increasing Higher Education's Contribution to Economic Development in Washington. 1986; **\$6,000**. Sponsor: State Senate Education Committee through Washington State Inst. for Public Policy.

State Policies toward Independent Postsecondary Education: Implementation and Impacts. (Faculty associate, I was primarily responsible for conceptual/theoretical framework of proposal and research effort.) 1983-86; **\$300,000** to Alexander Astin, PI. Sponsor: National Institute of Education.

The Changing Role of Postdoctoral Education in the United States. 1980-82; **\$182,000**. Sponsors: Spencer Foundation, Lilly Endowment, and National Science Foundation.

OTHER COMPETITIVE HONORS AND AWARDS

Zumeta et al, <i>Financing American Higher Education</i> in the Era of Globalization was nominated for the Grawemeyer Award in Education	2012
Dean's Award, Graduate School, University of Washington	2010-11
President, Association for the Study of Higher Education	2009-10
Chancellor's Career Development Award University of California, Los Angeles	1982-83
William Pyle Philips Distinguished Visitor Department of Economics, Haverford College	March 1981
Outstanding Dissertation (now Bobbie Wright) Award Association for the Study of Higher Education	March 1980
Ford Foundation Fellow, NIMH Fellow Graduate School of Public Policy, UC Berkeley	1972-76
David Lawrence Award, J. A. Finnegan Fellowship Foundation ("best paper" award, provided stipend for public service internship)	1969

PAPERS PRESENTED AT CONFERENCES (selected)

- "What Happens to State Student Aid Funding during Economic Downturns and Why?" By S. Matson, A. Li-Butler (presenter), J. Hernandez, and W. Zumeta. American Education Finance and Policy poster session. New Orleans, LA, March 15, 2013.
- "Growth in Private Higher Education Enrollments: Do State Policies Matter? By Elizabeth Meza-Apple, Robin R. LaSota, and William Zumeta. Association for Study of Higher Education conference. Las Vegas, NV, November 17, 2012.
- "An Exploratory Inquiry into Factors Affecting Recent Enrollment Trends in Private Postsecondary Sectors in the U.S." American Educational Research Association Conference roundtable session, New Orleans, LA, April 11, 2011.
- "What Happens to State Student Aid Funding during Recessions and Why?" With Shannon Matson (presenter). American Educational Research Association Conference poster session. New Orleans, LA, April 8, 2011.
- "The Potential and Reality of Performance Agreements Between Higher Education and State Governments-Early Evidence," with Alicia Kinne. American Educational Research Association Conference, San Diego, CA, April 15, 2009.

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- “Higher Education at the Brink,” with Alicia Kinne. NEA Higher Education Conference, Portland, Oregon, March 28, 2009.
- “Higher Education Funding: Riding the Roller Coaster Down Again.” NEA-AFT Higher Education Conference, Washington, DC, March 28, 2008.
- “Higher Education Funding: On the Way Up But For How Long? Association for Studies of Higher Education annual conference, Louisville, KY, November 9, 2007.
- “Strengthening California’s Community Colleges and Affordable Access to Them: A Policy Study.” ASHE Public Policy Forum, Louisville, KY, November 7, 2007.
- “State Support of Higher Education: Short and Longer Term Perspectives.” Conference on “Lack of Access: Barriers to Higher Education.” Center on Equality, Pluralism & Policy, Baruch College School of Public Affairs, City University of New York, October 4, 2007.
- “Challenges in Financing Higher Education Access in the Emerging Global Competition.” 34th Annual Conference of the National Center for Collective Bargaining in Higher Education and the Professions. New York, NY, April 16, 2007. Also at the National Education Association Higher Education Conference, San Diego, CA, Mar. 2, 2007.
- “Finance and Accountability Pressures.” Conference on Governing the Academy: Who’s the Boss? Institute for Governmental Studies and Center for Studies in Higher Education, UC Berkeley, Dec. 8, 2006.
- “The Public Interest and State Policies Affecting Academic Research in California.” Conference on the Public Interest and the Academic Research Enterprise. Sponsored by the Center for Higher Education Policy, University of North Carolina-Chapel Hill. Seville, Spain, Nov. 11, 2006.
- “Public Higher Education in Washington State: Aspirations Are Misaligned with Fiscal Structure.” Cornell Higher Education Research Institute Conference on Assessing Public Higher Education at the Start of the 21st Century, Ithaca, NY, May 23, 2005.”
- A View from the States: Fiscal Prospects for Higher Education – 2005.” National Education Association Higher Education Conference, San Antonio, TX, March 5, 2005.
- “Public Policy, Accountability and Private Higher Education in the U.S.” Qifang International Conference on Private Higher Education, Xi’an, People’s Republic of China, Dec. 14, 2004.
- “The Best and Brightest For Science: Still a Problem Here?” (with Joyce S. Raveling). American Association for the Advancement of Science annual meeting, Seattle, WA, Feb. 16, 2004.
- “Marketization of Graduate Education: Rationales and Implications.” Association for the Study of Higher Education Annual Conference. Portland, OR, November 14, 2003.
- “Volatility and Decline in Public Funding for Higher Education: Why? What Can Be Done?” NEA Higher Education Conference, Washington, DC, March 1, 2003.

"Higher Education Financing Structures: Poorly Positioned for New Realities." National Education Association Higher Education Conference, Austin, TX, March 3, 2002.

"Whither the Best and Brightest? Emerging Trends in Interests of Top U.S. Students in Natural Sciences and Engineering Graduate Study and Policy Implications." American Association for Higher Education National Conference, Washington, DC, Mar. 26, 2001.

"Outlook for Higher Education Finance at the Dawn of the Century." NEA Higher Education Conference, San Diego, CA, March 4, 2001.

"Accountability: Challenges for Higher Education." NEA Higher Education Conference, Atlanta, GA, April 7, 2000.

"How Did They Do It? Private Nonprofit Higher Education's Enrollment Response to Adverse Environmental Conditions, 1980-1995." Association for the Study of Higher Education, San Antonio, TX, November 19, 1999.

"The Best and Brightest for Science: Is There a Policy Problem Here?" APPAM annual research conference, Washington, DC, November 4, 1999.

"Higher Education in 1999: the Best of Times?" NEA Annual Higher Education Conference, San Antonio, TX, March 6, 1999.

"Effects of Key State Policies on Private Colleges and Universities: Sustaining Private-Sector Capacity to Respond to the Higher Education Access Challenge" (with F. Thompson). Presented at the APPAM Annual Research Conference, New York, NY, October 29, 1998.

"Public University Accountability to the State in the Late 20th Century: Time for a Rethinking?" Presented at an invitational conference on "Access, Affordability and Accountability: Higher Education and the States." University of Michigan, Ann Arbor, June 7, 1998.

"Accountability Measures: Implications for Higher Education and State-Institution Relations." A panel I organized and at which I made a presentation on the Washington experience. Association for Institutional Research (AIR) Annual Forum, Minneapolis, MN, May 19, 1998.

"State Higher Education Finance in 1998: Modest Gains Continue But So Do Ominous Pressures." NEA Annual Higher Education Conference, Savannah, GA, March 7, 1998.

"Utilizing Private Higher Education for Public Purposes: Design Challenges Facing Efforts to Help Meet Higher Education Access Demands Through the Private Sector." Presented at APPAM annual Research Conference, Washington, D. C., November 6, 1997.

"A View from the States: Higher Education Funding in 1997." Presented at the NEA Annual Higher Education Conference, San Diego, CA, March 8, 1997.

"The Crises in Higher Education: Governance and Money." Presented at the Western Political Science Association annual meeting, San Francisco, CA, March 15, 1996.

"State Finances and Higher Education." Presented at the NEA Annual Higher Education Conference, Phoenix, AZ, March 3, 1996.

"Higher Education: Postponing the Inevitable?" Presented at the NEA Annual Higher Education Conference, Tampa, FL, March 4, 1995.

"Emerging Choices in State Financing Policies for Higher Education: A National Perspective." Presented at APPAM Annual Research Conference, Chicago, IL, October 27, 1994.

"State Policy and Budget Developments: Small Gains on the Fiscal Front but Clouds Continue to Build." Presented at NEA Higher Education Conference, Albuquerque, NM, April 8, 1994.

"State Policy and Budget Developments in Higher Education." Presented at the National Education Association (NEA) Annual Higher Education Conference, New Orleans, LA, February 26, 1993.

"Meeting the Demand for Higher Education in the Nineties Without Breaking the Bank: The Role of Independent Colleges and Universities." Presented at the American Association For Higher Education National Conference on Higher Education, Chicago, IL, April 7, 1992.

"Is SAFE Budgeting Safe (or Sensible) Budgeting? Higher Education Budgeting Innovation in Washington: An Update." Presented at ASHE annual meeting Boston, MA, November 1, 1991.

"Public Use of Private Entities for Public Purposes: The Case of Private Colleges and Universities and State Policies." Presented at APPAM annual Research Conference, Bethesda, MD, October 25, 1991.

"Making It All Work Together: Approaches to Integrating and Coordinating Job Training and Employment-related Education Policies and Programs," (with R. Watrus). Paper presented at APPAM Research Conference, San Francisco, CA, Oct. 19, 1990.

"States and Independent Colleges: New Evidence and Analysis from the Policy Arena." Paper presented at APPAM Research Conference, San Francisco, CA, Oct. 19, 1990.

"Is SAFE Budgeting Safe (or Sensible) Budgeting? Higher Education Budgeting Innovation in Washington." Paper presented at ASPA annual meeting, Los Angeles, CA, April 11, 1990.

"Public Policy and Private Higher Education: A View from the States." Paper presented at ASHE annual meeting, Atlanta, GA, November 2, 1989.

"The State and Private Higher Education: Models of State Policymaking." Presented at Association for Public Policy Analysis and Management (APPAM) Research Conference, Seattle, WA, Oct. 29, 1988.

"Higher Education and Rural Economic Development." Paper presented at annual conference of the American Society for Public Administration (ASPA), Portland, OR, April 20, 1988.

"Increasing Higher Education's Contribution to Economic Development in Urban and Rural Communities: Lessons from Washington State." Presented at ASHE annual meeting, Baltimore, MD, November 21, 1987.

"Increasing Higher Education's Contribution to Economic Development in Washington," with Dean Stephens. Presented at the Pacific Northwest Regional Economic Conference, Seattle, WA, May 1, 1987. Summary published in *Proceedings* of this conference, Seattle, WA: Pacific Northwest Regional Economic Conference and Northwest Policy Center, University of Washington, 1987, 82-87.

- Revised version presented at Western Economics Association annual meeting, Vancouver, B.C., Canada, July 10, 1987.

"State Policies and Independent Higher Education: A Conceptual Framework and Some Empirical Findings, Or Can the States Help the Private Sector Survive?" Presented at annual meeting of Association for Study of Higher Education (ASHE), San Diego, CA, Feb. 17, 1987.

INVITED SPEECHES, LECTURES AND PRESENTATIONS (selected)

“Higher Education Finance 2013: A Long-Term National Perspective.” Presented at National Education Higher Education Conference. Portland, OR, March 22, 2013.

“Freedom to Learn: States’ Responses to the Access and Completion Challenge in the New Era of Austerity” (with William Doyle). Invited presentation at a Presidential Session, Association for Study of Higher Education conference. Las Vegas, NV, November 16, 2012.

“Rethinking Higher Education Finance for a New Era.” Presented at State Higher Education Executive Officers conference at a reception sponsored by Inside Track, Seattle, WA, July 12, 2012.

“Rethinking Public Higher Education Finance for a New Era.” Presented at Governor’s Postsecondary Education Review Kickoff Meeting held at the Governor’s Residence, Nashville, TN, July 10, 2012.

“Higher Education Finance 2012: A Long-Term National Perspective.” Presented at National Education Association Higher Education Conference, Chicago, IL, March 4, 2012.

“Trends in Higher Education Finance, Performance, and Accountability: Implications for the Oregon University System. Invited testimony to the Governance Committee, Oregon Board of Higher Education, Portland, June 16, 2011.

“Higher Education Finance 2011: A Sobering National Perspective.” Presented at National Education Association Higher Education Conference, Boston, MA, March 26, 2011.

“Thinking about Finance Policy Reform in Higher Education.” Presentation to the Associates Program, National Center for Public Policy and Higher Education, Santa Fe, NM, Feb. 12, 2011.

“Higher Education Finance: A National Perspective.” Presentation to the Travers Conference on Financing California, sponsored by the Department of Political Science and Goldman School of Public Policy, University of California, Berkeley, February 11, 2011.

“What Does It Mean to be Accountable? Dimensions and Implications of Higher Education’s Public Accountability.” Presidential address presented at the annual conference of the Association for the Study of Higher Education, Indianapolis, IN, November 18, 2010.

“Higher Education Finance: Trends, Imperatives, and Challenges.” Presented at:

- National Education Association Higher Education Conference, San Jose, CA, March 26, 2010.
- Higher Education Colloquium, Association for Study of Higher Education annual conference, Vancouver, BC, Canada, November 6, 2009.
- Graduate Student Policy Seminar, ASHE annual conference, November 4, 2009.
- National Center for Public Policy and Higher Education, Policy Associates Program meeting, Airlie Conference Center, Warrenton, VA, October 4, 2009.

“Policy Concepts.” Invited presentation to Forces and Forms of Change in Doctoral Education International Workshop III. Kassel, Germany, March 24, 2009.

“Thoughts on Performance Agreements in Higher Education.” Invited presentation to Washington House Higher Education Committee Accountability and Performance Agreement Symposium. Seattle, WA, July 12, 2007.

“Strengthening California’s Community Colleges and Affordable Access to Them” (with Deborah Frankle). Invited presentation at the Conference on Policy Challenges Facing California Higher Education, Pasadena, CA, Oct. 17, 2006.

“The Accountability Climate in Higher Education: Historical Evolution and Contemporary Concerns.” National Association of Independent Colleges and Universities State Executives Conference, Seattle, WA, Sept. 29, 2006; also presented in the seminar series at Center for Studies in Higher Education, UC Berkeley, April 4, 2006.

“The Fiscal Fortunes of Higher Education: Past, Present, Future.” Invited presentation at National Education Association Higher Education Conference. Orlando, FL, March 3, 2006.

“Accountability in Higher Education: What’s the Point?” Invited presentation at National Education Association, Annual Higher Education Conference, Seattle, WA, March 6, 2004.

“Higher Education in the Age of Accountability.” Invited presentation at plenary session on Reauthorization of the Higher Education Act of the Council on Public Policy in Higher Education of the Association for the Study of Higher Education, at ASHE Annual Conference, Portland, OR, November 12, 2003.

“An Examination of New Technologies to Measure and Manage for Performance: An Australian Case Study,” by Bill Ryan. I presented and defended this paper in the author’s absence at the International Public Management Network 2003 Workshop, Monterey, CA, September 18, 2003.

“The Best and Brightest for Science: Is There a Policy Problem Here?” Invited presentation before National Academies of Science, Engineering and Medicine, Committee on Science, Engineering and Public Policy, Washington, DC, May 23, 2003.

“Volatility and Decline in Public Funding for Higher Education: Why? What Can Be Done?” National Education Association Critical Issues Seminar, Washington, DC, April 25, 2003.

“Volatility and Decline in Public Funding for Higher Education: Why? What Can Be Done?” *Academic Impressions* National Conference on Institutional Strategy in a Down Economy, Seattle, WA, January 20, 2003.

“Whither the Best and Brightest? Comparison of Domestic Student Quality Trends in the Biological Sciences with Other Science Fields.” Prepared with Joyce Raveling (project RA) and presented by her to Federation of American Societies in Experimental Biology, *Symposium on Training and New Investigators: What Are the Issues, Where Are the Facts?* Washington, DC, May 6, 2002.

"Whither the Best and Brightest? Emerging Trends in Interests of Top Students in Natural Sciences and Engineering Graduate Study and Policy Implications." Presented to Commission on Professionals in Science and Technology, Washington, DC, March 26, 2001; and to National Research Council, Board on Higher Education and Workforce, Washington, DC, June 4, 2001.

"Best and Brightest? Trends in Interests and Enrollments of Top Students in Physics" (with J.S. Raveling). Poster presentation at American Physical Society annual meeting, Seattle, WA, March 14, 2001.

"Whither the Best and Brightest? Trends in Interests and Enrollments of Top Students in Science and Engineering." Presented at Association of American Medical Colleges GREAT Group Annual Conference, Savannah, GA, October 16, 2000.

"Are Sciences and Engineering Graduate Programs Still Attracting America's Best Students?" Presented at a policy research workshop sponsored by the Alfred P. Sloan Foundation. American Association for the Advancement of Science, Washington, DC, August 11, 1999.

"A View from the States: Higher Education Funding in 1997." Invited presentation to the National Association of Independent College and University State Executives' State-National Information Network, Seattle, WA, June 3, 1997.

"Comments on Current Issues Regarding the Postdoctoral Enterprise from the Perspective of My Studies in the 1980s." Invited presentation to the National Academy of Sciences, Committee on Science, Engineering and Public Policy, Washington, D.C., March 26, 1997.

"The Public Policy Context of Independent Higher Education in Washington and the Nation." Invited address to the Washington Friends of Higher Education (private college and university presidents), Snoqualmie Falls, WA, November 25, 1996.

"The Potential Role of the Independent Sector in Broadening Access to Higher Education in the Western States." Invited presentation at the Western Interstate Commission on Higher Education (WICHE) Workshop on Transforming Higher Education, San Diego, Aug. 23, 1996.

"A New Era in Higher Education Finance." Invited presentation to the Washington Higher Education Facilities Authority, Tacoma, WA, October 18, 1995.

"Report on a Survey of Other States' Approaches to Supporting Higher Education in the Private Sector." Presentation of findings to the Legislative Study Committee on Higher Education Charters. State of Arizona, Phoenix, September 19, 1995.

"Access Demands and Fiscal Constraints in the Western States." Invited presentation at the annual meeting of the Western Universities' Governmental Relations Conference, Sun Valley, ID, July 31, 1995.

"Meeting the Demand for Higher Education Without Breaking the Bank: The Role of State Policies and Private Colleges and Universities." Invited presentation at RAND Institute on Education and Training, Santa Monica, CA, March 24, 1994.

"Meeting the Demand for Higher Education Without Breaking the Bank: A National Perspective on the Role of Private Colleges and Universities." Invited presentation to a group

of about 50 legislators, college presidents and policy activists sponsored by Mississippi College, Jackson, MS, February 25, 1993.

"Perspective on Current Public Policy Issues in Higher Education." Invited testimony before the Washington State House of Representatives, Committee on Higher Education, as part of an invited Panel on National Trends. Olympia, WA, January 13, 1993.

"Adult Basic Skills Services and Needs in Washington State." Report on a sponsored research study to the Washington State Board for Community and Technical Colleges, Kirkland, WA, December 3, 1992.

"Models of State Policymaking Toward Private Higher Education." Invited presentation to National Association of Independent Colleges and Universities (NAICU) Council on Policy Analysis, NAICU Fall Leadership Conference, Washington, D.C., November 11, 1992.

"Models of State Policymaking Toward Private Higher Education." Invited presentation to State Association Executive Officers State/National Information Network. Washington, D.C., Nov. 10, 1992.

"Implications of Models of State Policymaking Toward Private Higher Education." Invited presentation at a session on, "Achieving the Balance: Public and Private Higher Education," at the Washington Higher Education Coordinating Board's Student Financial Aid Policy Colloquium, Tacoma, WA, October 19, 1992.

"State Policy and Private Higher Education: New Findings." Faculty research colloquium presented at Atkinson Graduate School of Management, Willamette University, Salem, OR, Sept. 27, 1991.

"State Fiscal Arrangements with Independent Colleges and Universities and Other State Policy Matters." Invited address to the presidents of the private colleges and universities of Indiana. Indianapolis, IN, November 6, 1990.

"Independent Colleges and Universities and State Policies: What Are These Policies and What Difference Do They Make?" Invited presentation to State Association Executive Officers summer workshop. Victoria, B.C., Canada, July 24, 1990.

"Influencing State Policy Toward the Independent Sector." Invited presentation to national meeting of the State Association Executive Officers (national organization of state private higher education representatives). Seattle, WA, October 16, 1989.

"State Policies and Independent Higher Education in Washington." Report to the Washington Higher Education Coordinating Board, Committee on Policy Toward the Independent Sector, July 14, 1989.

"State Policies and Independent Higher Education." Invited presentation to the Washington Friends of Higher Education (presidents of state's major private colleges and universities). Olympia, Jan. 26, 1989.

"Report of a Survey on State Policies and Independent Higher Education." Report to the Education Commission of the States, Task Force on State Policy and Independent Higher Education, San Mateo, CA, November 17, 1988.

"Higher Education and Economic Development: What Colleges and Universities Can Do and What They Cannot." Invited address to the Rotary Club of Seattle, March 23, 1988.

"Research Needs in Science/Engineering Labor Market Studies." Rapporteur's remarks delivered at the Workshop on an Agenda for Science Policy Research, sponsored by the Division of Policy Research and Analysis, National Science Foundation, Washington, D.C., September 17, 1987.

"Coping with Government Regulation of the Academic Enterprise: The California Experience." Address to faculty and administration of the New University of Ulster, Coleraine, N. Ireland, June 20, 1982.

"The Ph.D.: Can You and Society Afford It?" William Pyle Philips Lecture, Haverford College, Haverford, PA, March 9, 1981.

"The State and Doctoral Programs at the University of California: Academic Planning and Policy Analysis for an Uncertain Future." Presented as 1978-79 Outstanding Dissertation Award winner, annual meeting of the Association for the Study of Higher Education, Washington, D.C., March 5, 1980.

PROFESSIONAL MEMBERSHIPS AND SERVICE

American Educational Research Association & Divisions J & L (Member)

Association for Public Policy Analysis and Management (Member; drafted a survey instrument for survey of member institutions' graduates, 1982; Member, Research Conference Program Committee, 1988, 1992; **elected member of the Policy Council [national board], 1997-2001;** UW Evans School Institutional Representative, 2002-05)

Association for the Study of Higher Education (Member, Officer Nominating Committee, 1984-85; research paper proposal referee, 1991; nominated for board membership, 1995; nominated for Special Merit Award, 2002; elected to executive board of Council on Public Policy, 2003-05; re-elected 2005-06; President-elect, 2009; **President, 2009-10, Immediate Past-President, 2010-11.**

Society for Research in Educational Effectiveness (Member)

National Association of Schools of Public Affairs and Administration (Nominating Committee for the Executive Council, 2005)

International Public Management Network (Member)

Editorial board member, *Journal of Public Administration Research and Theory*, 1990-93; 1998-2002; *International Public Management Journal*, 2001-10; *Review of Higher Education*, 1991-94.

Manuscript reviewer in 2012-13 for:

Journal of Policy Analysis and Management, since 1986; *Review of Higher Education*, since 1989; *Journal of Public Administration Research and Theory*, since 1990; *Educational Evaluation &*

Policy Analysis, since 1993; *Journal of Higher Education* since 1995; *Journal of Comparative Policy Analysis*, since 2009.

Book proposal/manuscript reviewer for:

Jossey-Bass Publishers, Higher and Adult Education book series, 1993
 Congressional Quarterly Press Books, 1997
 Johns Hopkins University Press, 2001, 2002, 2009
 Harvard Education Press, 2010, 2013
 McGill-Queen's University Press, 2009
 University of Pennsylvania Press, 2011
 Palgrave-Macmillan, 2013

Proposal reviewer for:

National Science Foundation, Science Resources Studies program, 1984.
 Spencer Foundation education grants program, 1987.
 Alfred P. Sloan Foundation, science human resources grants, 2002, 2003, 2005, 2006.

SELECTED OTHER PROFESSIONAL ACTIVITIES

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| November 2012 | Panel organizer and chair, "Increasing Degree Production in an Age of Scarcity: Can Academe Respond?" APPAM Research Conference, Baltimore, MD. |
| November 2012 | Discussant, Panel on "States, Institutions, and Think Tanks." ASHE Public Policy Forum. Las Vegas, NV. |
| July 2012 | External referee, promotion to tenure/associate professor, University of Georgia |
| April 2012 | External referee, appointment at full professor level, Southern Methodist University |
| November 2011 | <p>Association for Study of Higher Education annual conference</p> <ul style="list-style-type: none"> • Discussant, Council on Public Policy session on, "The Role of Better Data in the Policy Process: Implications for Assessment and Accountability." • Panelist, Council on Public Policy session on, "The Role of Public Policy in Higher Education Performance: Lessons from a Five-State Policy Review." • Panelist, Presidential Session on "Critical Debate and Discourse." • Roving discussant, ASHE Poster Session. • Discussant, research paper session on, "Federal Higher Education Policy." |
| August 2011 | External referee, promotion to tenure/associate professor, George Washington University. |
| July 2011 | External reviewer, book chapter, National Center for Public Policy and Higher Education |
| April 2011 | <u>Moderator</u> , Vice Presidential session on "Responding to College |

	Completion Goals: State Strategies and Implications," American Educational Research Association conference, New Orleans, LA.
November 2010	<u>Moderator</u> , Session on "Lessons from California's 50 Year Master Plan Review," Association for the Study of Higher Education Public Policy Forum, Indianapolis, IN
October 2010	<u>External referee</u> , promotion to Professor, University of Nevada-Las Vegas
October 2009	<u>External referee</u> , promotion to Professor, University of Nevada-Las Vegas
March 2009	<u>Consultant</u> , Forces and Forms of Change in Doctoral Education International Workshop. Kassel, Germany.
Nov. 2008	<u>Discussant</u> , Session on "Between Elite and Semi-Elite: The Growing Semi-Elite Category in Private Higher Education." Association for Study of Higher Education conference.
October 2008	<u>External referee</u> , tenure/promotion case, Michigan State University.
Sept. 2008	<u>External referee</u> , candidate for appointment at Professor rank, Claremont Graduate University.
Nov. 2007	<u>Discussant</u> , Session on "National Higher Education Policy: Implications and Issues." Association for Study of Higher Education annual conference, Louisville, Kentucky.
Nov. 2007	<u>External referee</u> for a promotion to Professor, CSU Sacramento.
2005-06	Reviewer, AAU-AGS research database on graduate students.
2005	External referee, candidate for endowed chair, University of Michigan.
Nov. 2004	Discussant, Panel on Performance Accountability in Higher Education, Association for Study of Higher Education conference, Kansas City, MO.
June 2004	Discussant for: Richard Freeman et al, "How Do Fellowships/Stipends Affect the Supply of PhD Scientists and Engineers?" NSF/NIH/CGS Workshop on Support of Graduate Students and Postdoctoral Researchers in the Sciences and Engineering, Washington, DC.
Dec. 2002	External referee for a tenure/promotion case in the Department of Public Administration at California State University, Sacramento.
Nov. 2002	<u>Chair</u> , Panel on Designing Programmatic Organizations, Association for PublicPolicy Analysis & Management Research Conference, Dallas , TX.
Feb.-June 2001	<u>Member</u> , Steering Committee on Faculty Retirement, National Research Council.

- Nov. 2000 Discussant, Panel on Determinants of Access to and Success in Higher Education, Association for Public Policy Analysis & Mgt, Seattle, WA.
- Nov. 2000 Panelist, Forum on First Year Survival Tips for New Professionals, Association for Study of Higher Education, Sacramento, CA.
- Nov. 2000 Presenter, Focused Dialogue on Can Performance Budgeting Work at the Campus Level? Association for Study of Higher Ed, Sacramento, CA.
- Nov. 1999 Discussant, Panel on Higher Education Accountability, Association for Study of Higher Education, San Antonio, TX.
- Sept. 1998-
June 1999 Member, Building Leadership Team (decisionmaking body) and Site Council Program Evaluation Committee, Garfield High School, Seattle.
- April 1997 Reviewer, National Research Council. Commission on Life Sciences. (1998). *Trends in the Early Careers of Life Scientists*. Report of the Committee on Implications of Recent Trends in the Careers of Life Scientists. Washington: National Academy Press.
- 1995-1997 Member, The Academic Labor Market Colloquium, held at Claremont Graduate School, Claremont, CA. Conveners: American Council on Education, TIAA/ CREF, Prof. J. Schuster, Claremont Graduate School.
- November 1995 Chair, Panels on "Quality Assurance Policies in Higher Education" and System-Building Out of the Quagmire of Job Training Programs." Association For Public Policy Analysis & Management Annual Research Conference, Washington, DC.
- Jan. 1995,
Nov.1993,
Sept. 1994 Commentator on Seattle School District capital program bond issues, KUOW radio "Morning Edition."
- October 1994 Discussant, Panel on "Evaluating Strategies For Decentralization of School Governance." Association for Public Policy Analysis & Management Annual Research Conference, Chicago, IL.
- August 1994
- August 1995 Member, Steering Committee for Study of Postdoctoral Education in the United States, National Research Council.
- October 1993 Chair, Panel on "The Crisis in College Affordability." Association for Public Policy Analysis and Management Research Conference, Washington, D.C.
- October 1992 Member, Program Committee, Association for Public Policy Analysis and Management annual research conference. Responsible for all panels on education policy. Organized and chaired a panel entitled "Paying for College: Is There a Public Policy Issue Here?"
- September 1992-
May 1994 Member, King County Fiscal and Economic Development Policy Task Force, which advised County Council on fiscal impact analysis of proposed Countywide Planning Policies required under state Growth

- Management Act.
- August 1992 Consultant(*pro bono*), National Research Council, Office of Scientific and Engineering Personnel. Advised on proposed new study of postdoctoral training in the U. S., Woods Hole, MA.
- November 1991 Panelist, Focused Dialogue on "Statewide Postsecondary Issues: Responding to Higher Education Needs in Metropolitan Areas Experiencing Rapid Growth." Association for the Study of Higher Education annual meeting, Boston, MA.
- March 1991 Discussant, Research paper panel on public policy implementation. Western Political Science Association annual conference, Seattle, WA.
- 1990-1997 Adviser, Provided advice upon request to Hon. Ken Jacobsen, Chair (later ranking minority member), Wash. State House Higher Education Committee.
- October 1990 Organizer and Chair, Research Paper Panel entitled "Making It All Work: Integration and Coordination of Work Force Training, Education and Human Resource Programs - National and International Perspectives." Association for Public Policy Analysis and Management Annual Research Conference.
- November 1989 Discussant, Research Paper Panel on Policy Analysis in Federal and State Government. Eleventh Annual Research Conference of the Association for Public Policy Analysis and Management, Crystal City, VA.
- March 1989 Interviewee for National Public Radio series on governmental budgets.
- October 1988 Association for Public Policy Analysis and Management, annual research conference
 -Member, Program Committee
 -Chair, Roundtable on State Economic Development Policy
 -Chair, Roundtable on Policy Implementation Studies: Where Are We Now and Where Should We Be Going?
 -Discussant, Panel on the U.S. R&D Laboratory System: Changing Institutions for Technical Advance
- October 1987 Invited Participant, AAAS Workshop on Science, Technology and Public Policy Education, Harvard University.
- July 1987 Research Proposal Evaluator, Spencer Foundation, Chicago, IL.
- January 1987 Panelist, Panel on Investing in Human Capital, Institute for Public Policy and Management Forum on New Strategies for Small Community Revitalization, Seattle, WA.
- November 1986 Panelist, Session on Motor Vehicle Safety Regulation, Association for Public Policy Analysis and Management Annual Research Conference.
- November 1986 Reviewer, "Becoming a Research Scientist: the Postdoctoral Experience,"

Perspectives in Science series, Carnegie Institution of Washington.

- September 1986-
September 1987 Member, Advisory Committee on the Master Plan, Washington Higher Education Coordinating Board.
- 1986-1988 Section Editor, Section on Work, Education and Industry. In K. Halstead, (Ed.), *Higher Education Bibliography Handbook*. Washington, D.C.: Research Associates of Washington, annual publication.

CONSULTANCIES:

- Alliance for Education (Seattle): Evaluator, Urban Scholars Program, 1994-96;
Arizona Joint Legislative Budget Committee (through JBL Associates, Inc.): helped assess potential of a proposal to provide citizens with state vouchers for postsecondary education usable at private institutions, 1995;
California Higher Education Policy Center: advised on finance studies, 1993-97;
Education Commission of the States: research consultant to Task Force on State Policy and Independent Higher Education, 1988-90;
Ford Foundation: consultant on Higher Education Grants Initiative, 2004.
Hamilton, Rabinovitz and Alschuler, Inc., Policy and Management Consultants: analyzed auto insurance claim data and policies, 1990;
Higher Education Coordinating Board, State of Washington: consulted on state policies affecting independent colleges and universities, 1988-89, 1992, 2003 (pro bono);
JBL Associates, Inc.: consulted on a study of state student aid policies in Kentucky, 2007.
Milken Institute for Job and Capital Formation: prepared a research report on small business job creation, 1991-92;
Miller Center of Public Affairs, University of Virginia; wrote a background paper for a nationally televised debate on whether the U.S. needs more college graduates, Feb. 2010.
National Center for Public Policy & Higher Education: consulted on organizational strategy, 1998; member, advisory panel on state leadership and policy studies, 2000-2005 (Senior Fellow 2005-11).
National Education Association, Higher Education Division, regular speaker, writer and adviser, 1994-2012;
Northwest Regional Education Laboratory: consulted on benefit-cost approaches to evaluation of Americorps projects, 1994;
Social Policy Research Associates, Inc.: consulted on evaluation of Washington State's school-to-work policy initiative, 1997-2000;
"Washington Learns," Governor Gregoire's blue ribbon task force on education policy and finance in Washington State (through NORED, Inc.), Jan.-Aug. 2006.
Washington State Board for Community & Technical Colleges (through Pacific Technologies, Inc.): prepared a paper on distance learning issues in higher education and their significance for Washington community colleges, 1996;
Western Interstate Commission on Higher Education (WICHE): prepared a report and a "policy brief" on the role of private higher education in meeting access demands in the western states, 1995; invited speaker on this topic at a conference, 1996.

COURSES TAUGHT

University of Washington (in Evans School of Public Affairs except as noted):

Public Budgeting – 17 quarters from 1986 to 1998 (once jointly with M. D. Hall).
 Education, the Workforce and Public Policy (formerly Human Talent Policy; jointly listed with College of Education) – 16 quarters from 1986-2012.
 Public Policy Implementation – 6 quarters from 1985-1993 (once jointly with R. F. Elmore).
 Public Policy Analysis (MPA level) – 9 quarters from 1994-2000, 2006-2008, 2011-2013.
 Public Policy Analysis PhD seminar- Developed course, taught Spring 2007, 2008, 2009.
 Social Policy Analysis and Management – 5 quarters from 1997 to 2002.
 Higher Education and Public Policy (College of Education in 1994 & 98, cross-listed with Public Affairs since 2000) – 6 quarters from 1994 to 2010.
 P-20 Policies, Systems and Reform (cross-listed with College of Education)- developed and co-taught, Winter 2011, 2013.
 PhD Proseminars for first year and second year PhD Evans School PhD students – 2009-13.
 Leadership Seminar III/IV (new capstone course in midcareer program)- Wtr/Spg, 1998.
 Degree Project Seminar on Education and Workforce Training Policies and Programs, Wtr/Spring 1992.
 The American College and University (College of Education) - Winter 1995.
 Economics and Finance of Education (College of Education) – Summer 1986.
UCLA- Taught courses in Graduate Schools of Management and Education, 1978-84:
 Public Policy Analysis, Complex Decision-making, Policy Implementation, Management Field Study, Economics of Education, Higher Education and the Labor Market
Claremont Graduate School, Faculty in Education, Spring 1983:
 Public Policy Dimensions of Higher Education
University of British Columbia, Faculty of Commerce and Business Administration, 1976-78:
 Strategic Decision-making and Policy Analysis; Business, Government and Society.

EXECUTIVE PROGRAM TEACHING

UW, College of Education, Summer Leadership Institute:
 Led day-long sessions on education-work transition policies, July 2000 & 2001.
 Taught a 2-hour session on higher education accountability policies, July 1999.
 UW, GSPA Washington State Career Executive Program, Core Module Series:
 Taught or co-taught four half-day sessions in module on The Budget and the Budget Process, June 14 and 17, August 2 and 5, 1988, a two hour session March 28, 1989, three half-days July 12 and 14, 1989, and a two hour session May 24, 1990.
 Taught (with Richard Elmore) a full-day session entitled "Designing Feasible Policies: Family Policy in Washington State," in module on Policy and Program Development and Analysis, December 8, 1987, June 28, 1988, and December 6, 1988.
 UW, GSPA Law Enforcement Executive Institute:
 Taught half-day sessions on public management, April 1986 and April 1987.

DOCTORAL COMMITTEE MEMBERSHIPS (University of Washington only)

Grant Blume (Public Affairs)-2012- (advanced to candidacy)
 Maria Muzzo (Education)-2012-
 Shannon Matson (Education, **Chair**)-2011- (advanced to candidacy)
 Dana Ponte (Education)-2011-
 Emma Flores (Education)-2009-2011 (completed PhD)
 Robin LaSota (Education, **Chair**)-2010- (expected completion in June 2013)
 Julianna Rigg Hillman (Political Science)-2011 (GSR; completed PhD)
 Terry Cox (Education)-2010-2012 (completed Ed.D. and won COE best dissertation award)
 Linda Maier (Education)-2009-2011 (lead adviser 2006-09; completed Ed.D.)
 Colleen Chrisinger (Public Policy and Management)-2009-10 (completed PhD)
 Rebecca Rhodes (Education)- 2003-2007 (Lead adviser, 2003-05; completed Ed.D.)
 Daryl Monear (Education) - 2002-2008 (**Chair**, completed PhD)
 Frank Ashby (Education) - 2002-2007 (completed PhD)
 Randall Spaulding (Education) - 2002-04 (Completed PhD)
 Anne Sisson (Education) - 2001-05 (withdrew)
 Richard Heyman (Geography) - 2001-04 (Graduate School Rep; completed PhD)
 John Lederer (Education) - 2000-05 (Lead adviser, 2000-02; completed Ed.D.)
 Nina Oman (Education) - 2000-06 (Completed PhD)
 Joyce Raveling (Education) - 2000-
 Julie Scott (Education) - 1999-2000 (completed Ph.D.)
 Julie Jacob (Education) - 1999-2005 (Lead adviser, 1999-2002; completed Ed.D.)
 Victoria Farmer (Education) - 1999-2006 (Lead adviser, 1999-2002, completed Ed.D.)
 Patricia McKeown (Education) - 1999-2002 (completed Ed.D.)
 Sandra Liming (Education) - 1997-2000 (withdrew)
 Neetha Ravjee (Education)- 1996-1998 (completed PhD)
 Rissa Wabaunsee (Education)-1996-1998 (completed EdD)
 MaryLouise Murphy (Education)-1996-1997 (completed EdD)
 Herbert Packer (Education) - 1995-1997 (completed EdD)
 Madeline deGive (Education) - 1994-1995 (completed PhD)
 Marguerite Roza (Education) - 1994-1995 (completed PhD, later joined UW faculty)
 K. Mark Leek (Political Science) - 1993-1995 (completed PhD)
 Gigi DeVault (Education) - 1992-1998 (completed EdD)
 Neil Theobald (Education) - 1987-1988 (completed PhD, joined UW faculty; now President of Temple University)
 James Noddings (Education) - 1987-1990 (completed EdD)
 Michael Fuller (Education) - 1987-1988 (withdrew)
 Jerry Bamberg (Education) - 1986-1989 (completed EdD and joined UW faculty).

COMMITTEE AND OTHER UNIVERSITY SERVICE (University of Washington only)**Evans School of Public Affairs Committee and Related Service:**

Academic Programs Committee, 1985-86.
 Accountability Task Force, 1997-98.
 Admissions Committee, 1999-2000; 2000-01.
 Analysis Courses Task Force, 1999-2000.
 Associate Dean (interim), Nov. 2012-Jan. 2013.
 Budget Committee/Task Force, 1989-90 through 1996-97; 2001-02, 2002-03.

Centers Task Force, 2002-03, 2003-04.
 Computer Committee, 1985-86; 1986-87; 1987-88; 1988-89.
 Curriculum Committee, 1992-93; 1993-94; 1994-95; 1999-2000; 2000-01; 2001-02; 2002-03; 2003-04; 2004-05; 2010-11.
 Curriculum Revision Ad Hoc Committee, 1989-90.
 D.C. Fellows Program Nominating Committee, 1985-86.
 Dean's Cabinet/Management Team, 1986-87; 2001-02; 2002-03; 2003-04; 2004-05.
 Deanship Search Committee, 1987-88.
 Diversity Committee **(Chair), 1995-96.**
 Education and Social Policy Gateway, 1991-92 through 2002-03 **(Chair 1996-97).**
 Executive Committee, 1988-89; 1989-90.
 Executive MPA Committee, 2002-03, 2003-04; **(Chair 2004-05)**, 2009-10.
 Faculty Affairs Committee, 1991-92; 1992-93; 1996-97; **(Chair 2001-05)**, 2007-08.
 Faculty Council, 2004; 2004-05; **(Chair, 2006-07; 2011-12).**
 Faculty Reappointment/Promotion ad hoc committees, 1989-90; 1993-94; 2006-07; 2010-11; 2011-12 **(Chair 1996-97, 2007-08).**
 Faculty Search Committees, 1986-87; **1989-90 (Chair)**; 1991-92; 1995-96; 2001-02.
 Fiscal Policy Center Steering Committee, 1993-1998.
 Future of the School Committee, 1985-86.
 Human Services Policy Center Governing Council, 1990-91-2001-02.
 Information School Collaboration Task Force **(Chair), 2002-03, 2003-04.**
 IPPM-GSPA Relations ad hoc committee **(Chair), 1988-89.**
 Management Courses Review Task Force, 2000-01.
 PhD Planning Task Force/Committee, 2003-04; 2004-05.
 PhD Committee/PhD Admissions Comm. **(Chair), 2008-09; 2009-10; 2010-11; 2011-12.**
 Program Review Preparation Team, 2003-04; 2004-05.
 Teaching Excellence Committee **(Chair), 1991-92.**
 University Restructuring Monitoring (Ad Hoc) Committee, 1993-94.
 Wolfle Lectureship Committee, **Chair, 1986-91 & 1994-95**; Member, 1991-93, 1996-2005.

Service to Other Academic Units:

College of Education, Faculty Search Committee, 1987-88, 2003-04 (have assisted informally in other searches and program development for higher education doctoral program).
 College of Education, tenure/promotion committees, 2002, 2004, 2009.
 College of Education, Higher Education Program faculty steering group, 1999-2013.
 College of Education, Summer Leadership Seminar planning group, 2000 and 2001.
 Institute of Marine Affairs, judge for annual thesis prize, 1991-92.

University Committees and Service:

Access Policy Task Force, chaired by Vice-Provost for Undergraduate Education (member), 1995-96.
 Activity Based Budgeting task force on Central Academic and Administrative Units, 2009-10.
 Adviser (informal upon request) to UW President, Vice-President for Government Relations, Vice-President for University Relations, Associate Provost for Academic Planning, Vice-Provost for Planning & Budgeting, and Director of Institutional Analysis on a variety of issues over many years.
 Advisory Committee to the Vice-Provost on research design for Puget Sound Higher Education Consortium study of business/industry training needs (member), 1985-86.
 Assessment of Higher Education Needs in Puget Sound Region (consultant), 1987-88.

City of Seattle/UW Task Force on Economic Development. I made an invited presentation to this task force about my work on the university's role in economic development in September 1988.

Deanship Review Committee (provost's committee to review S. Archibald's deanship), 2008-09.

Graduate School Committee to review proposed Master of Arts in Policy Studies (MAPS) program at UW-Bothell, 2000-01.

Graduate School Decennial Review Committee on GSPA's Master's Program and Dean Margaret Gordon's leadership, (GSPA representative), 1993-94.

Graduate School Dean- Consultant on UW response to National Research Council ratings of doctoral programs, 2009-10. **Authored, "Explaining the National Research Council's PhD Program Assessment Methodology: A Guide for the University of Washington," October 2010.** Posted on the Graduate School's website. **Awarded Graduate Dean's Award for this service, 2010-11.**

President's Forum on Financing Public Universities in the New Millennium, co-organizer (with Marc Lindenberg) and moderator of one session, November 29, 2000.

President's Council Retreat, invited speaker on contemporary political climate of higher education and chaired a related panel, September 8, 1997.

Provost's Advisory Board on Accountability, 1997-98, (member and consultant). I conducted funded research for this body during summer and fall 1997 and was quoted extensively on this subject in an article in UW alumni magazine, *Columns*, Dec. 1997.

Provost's Distance Learning Roundtable, 1997-98.

Provost's Task Force on Residency Policy Reform, 2002-03.

Provost's Tuition and Fees Policy Advisory Committee, 2002-03, 03-04 (**Chair 2/04-8/05**).

Royalty Research Fund grant proposal reviewer, 1996, 1997, 2000, 2002, 2007, 2008.

Senate (GSPA representative), 1988-89 and 1989-90.

Senate Chair's Cabinet, 2010-11; 2011-12.

Senate Planning and Budgeting Committee, 2000-01; 2001-02, 2002-03, 2010-11; 2011-12, 2012-13. In 2002-03, I also served on subcommittees on faculty salary and enrollment policies.