

Administrative and Faculty Experience

EDUCAUSE (2009-present)

- Vice President for Policy and Analysis (2009-present)
- Washington office head (2009-present)

The University of Chicago (1996-2009)

- Vice President & Chief Information Officer (2000-09)
- Associate Provost for Information Technology (1996-2000)

The Massachusetts Institute of Technology (1990-96)

- Director of Academic Computing, Information Systems (1992-96)
- Director of Educational Studies and Special Projects, Office of the Provost (1990-92)
- Director, Provost's Committee on Academic Computation for the 1990s and Beyond (1989-91)
- Seminar leader, *The Murder Mystery: Science and Art* (1991-95)

Harvard University (1979-96)

- Associate Professor, Graduate School of Education (1981-91); Assistant Professor (1979-81)
- Lecturer, University Extension (1991-96)
- Lecturer in Public Policy, John F. Kennedy School of Government (1992)
- Technology Consultant, Office for Information Technology (1988-89)
- Director (with J. Schwartz) and Principal Investigator, Educational Technology Center (1983-85)
- Assistant Director, Joint Center for Urban Studies of Harvard & MIT (1980-82)
- Tutor and Senior Common Room member, Leverett House (1987-90)

Stanford University (1977-79)

- Assistant Professor of Education (1977-79)

Education

Harvard University

EdD 1977 (Statistics; research methods; policy analysis; higher education; organizational behavior)

Massachusetts Institute of Technology

SB 1970 (Engineering and History, Course XXIa)

Teaching

Graduate

Stanford University, Harvard University, University of Pennsylvania

Decision Analysis, Analytic Methods, Computer-Based Data Analysis, Choice, Inquiry, Information Systems, Approaching Research, Higher-Education Finance, Information Technology Management & Policy

Undergraduate (or both)

Harvard University, Massachusetts Institute of Technology

BASIC Programming, *The Murder Mystery: Science and Art*

Professional

Institute for Educational Management & Management Development Program (Harvard University), Directores de Instituciones de Educación Superior (Universidad de Monterrey, Mexico), Frye Institute & Seminars on Academic Computing Executive Program (EDUCAUSE)

Information Technology Management & Policy, Decision Analysis, Educational Technology

Professional Activities and Honors

National

- Education Department HEOA Negotiated Rulemaking (2009), Principal Higher Education Negotiator
- Project Bamboo (2007-09), Principal Investigator
- Association of Research Libraries Digital Library Repositories Task Force (2008-09)
- National LambdaRail Board (2003-06), Audit Committee (chair 2003-06), Branding and Trademark Committee (chair 2004-06)
- Internet2/UCAID Trustee (1997-98, 2002-03), National Planning & Policy Council (1998-2003, 2004-06; chair 2002-03), Board Audit (1999-2003, chair 2003), Engineering Group leader, Steering (1996-97)
- NLR/Internet2 Group B (chair 2005)
- EDUCAUSE (including EDUCOM, CAUSE, & SAC) Leadership Award (2007), Board of Directors (2001-04), *EDUCAUSE Review* "Viewpoints" editor (2002-03) & "Policy Matters" editor (2009-present), Recognitions (1996-99), Nominations (2008-present), SAC Board (1996-99, treasurer 1996-97), SAC Program (1994-95), NERComp Board (1995), EDUCOM Conference (1993-94, chair 1992-93), EDUCOM Software Awards Program judge (1987,90-91,93), Wyatt Challenge (1990-93), EUIT Steering (1989)
- Common Solutions Group (1992-present), Steering Committee (1997-present)
- Ivy+ Chief Information Officers group (1996-2009)
- Committee on Institutional Cooperation (CIC) CIO group (1996-2009, chair 2004-06)
- Committee on Information Technology, Association of American Universities (1996-2000)
- *Journal of Higher Education*, Consulting Editor (1992-97)
- National Institute for Independent Colleges and Universities, Advisory Board (1987-90)
- Cooperative Institutional Research Program, Advisory Board (1984-86)
- US Secretary of Education's Task Force on Educational Technology, (1984-86)
- Committee on Army Manpower, Army Science Board, National Research Council (1982-83)
- National Council on Science and Technology Education (Project 2061), American Association for the Advancement of Science (1991-96)
- National Postsecondary Student Aid Study, Advisory Board (1986-88)

Corporate

- Cisco, Higher Education Executive Exchange (2009-present)
- Business Objects, Customer Advisory Board (2007)
- Apple, University Executive Forum (2002-07)
- Sun, Higher Education Advisory Council (1997-2006)
- Dell, Platinum Advisory Council (1999-2004,2007-08), CIO Advisory Board (1997-99)
- Microsoft, Higher Education Advisory Group (2003-07, Steering Committee co-chair 2005-07), CIO Summit (1998-2002), Software Licensing Advisory Panel (1997-99), Midwest Executive Roundtable (1998-present)
- Sungard SCT, Pillar Group (2003-06)
- Gateway, Higher Education Advisory Board (2000-04)
- Career Training Foundation, Board of Directors (1990-93)

Other

- Stanford University Libraries, Advisory Council (1996-98)
- Award for Excellence in Teaching, Stanford University School of Education (1978, 1979)
- *Harvard Educational Review*, Editorial Board (1974-76)
- Osiris, MIT (1969-70)

Books

- *Who Gets Ahead?* (New York: Basic Books, 1979) (with others)
- *Regional Diversity: Growth in the United States, 1960-1990* (Boston, MA: Auburn House, 1981) (with others)
- *Future Boston: Patterns and Perspectives* (Cambridge: Joint Center for Urban Studies, 1982) (with others)

- *The Professional Environment in Army Laboratories and its Effect on Scientific and Engineering Performance* (Washington: National Research Council, 1983) (with others)

Articles, Reports, & Papers

Information Technology and Academic Computing

- "The Digital Carrot, The Digital Stick", *Chronicle of Higher Education* 54 (30 Nov 2007) B20
- "The Strategic Role of Lunch", in "The Organization of the Organization: CIOs' Views on the Role of Central IT", *EDUCAUSE Review* 42 (November/December 2007), 46
- "Opine", *The University of Chicago Chronicle* 26:19 (July 12, 2007)
- Written and oral testimony, *The Role of Technology in Reducing Illegal Filesharing: A University Perspective*, US House of Representatives Committee on Science and Technology (5 June 2007)
- "Compartments, Customers, or Convergence? Evolving Challenges to IT Progress", *EDUCAUSE Review* 42 (May/June 2007), 36-49
- "Open Source is the Answer. What's the Question?", *Chronicle of Higher Education* 51:5 (22 Sep 2004), B17
- "A CIO's Question: Will You Still Need Me When I'm 64?", *Chronicle of Higher Education* 50:21 (30 Jan 2004), B22
- "E Pluribus Unum", *EDUCAUSE Review* 39 (Jan/Feb 2004), 56-57
- "Network Security versus Personal Computing: Which Will Win?", *EDUCAUSE Review* 38 (May/Jun 2003), 64-65
- "Vive la Différence?", *EDUCAUSE Review* 37 (Mar/Apr 2002), 54-55
- "Ya Can Talk All Ya Want, But IT's Different Than It Was: Conundrums in Support of Information Technology", *EDUCAUSE Review* 36 (Sep/Oct 2001) 16-26
- "Digital Certificates: How, Why, What to Do Next," *EDUCAUSE Review* 35 (Sep/Oct 2000), 58-59
- "The Wired Campus: Enough is Enough," *Chronicle of Higher Education* 56 (Aug 7, 2000), B8
- "Yes, You Can Trust Your E-Mail," *EDUCAUSE Review* 35 (Mar/Apr 2000) 54-55
- "'Follow the Money' & Other Unsolicited Advice for CIOs," *CAUSE/EFFECT* 22 (Spr 1999) 44-48
- Internet 2 Preliminary Engineering Report (for Internet2, 1997)
- "The Keys to Wise Investments in Technology," *Chronicle of Higher Education* 41 (May 26, 1995) A44 (with R. Hahn); also reprinted in *Trusteeship* 3 (Nov/Dec 1995) 27-29
- "Promoting Civility on the Academic Network: Crime & Punishment, or the Golden Rule?," *Educational Record* 75 (Sum 1994) 29-39
- Education and Computing at MIT: A 10th Birthday Snapshot of Athena and Her Kin (for MIT, 1993)
- "Project Athena in the Evolution of Academic Computing at MIT," in C. Avril, ed., *Windows on Athena*, third edition (Cambridge MA: MIT Project Athena, 1991)
- "Evaluating Learning Technology: Methods, Strategies, and Examples in Higher Education," *Journal of Higher Education* 61 (1990) 194-311
- Computing for Education at MIT (for MIT, with others, 1990)
- Computation and Educational Community (for MIT, with others, 1990)
- "Workstations as Roommates: Project Athena and Student Life at MIT," *Review of Higher Education* 12 (1988) 194-311
- "Technology and Pedagogy: Making the Right Match is Vital," *Change* 18 (May/Jun 1986) 52-57
- "Technology, Learning Environments, and Tomorrow's Schools," *Peabody Review* 62 (1985) 93-113 (with T. Deal)

Demography, College Choice, Financial Aid, Undergraduate Education

- "Financial Aid, College Entry, and Affirmative Action," *American Journal of Education* 98 (1990) 523-550
- Freshman Experience by Test Scores and First-Year Grades: Notes from the 1987-88 Freshman Interview Project (for MIT, with others, 1989)
- "Financial Aid and Minority Access: Why Do We Know So Little?," *Change* 20 (Sep/Oct 1988) 48-49
- "Did College Choice Change during the Seventies?," *Economics of Education Review* 7 (1988) 15-27
- "Take Another Look at Regional US Growth," *Harvard Business Review* 61 (1983) 76-87 (with G. Masnick)

- "Public Efficiency and Private Choice in Higher Education," *Educational Evaluation and Policy Analysis* 4 (1982) 237-247
- "Community Colleges in the Post-13 Era: Institutional Responses to Tax Limitations," *Community Junior College Research Quarterly* 5 (1981) 141-166
- "How Students Pay for College: Temporal and Individual Variation," *Higher Education* 9 (1980) 619-632
- "Financial Aid and Student Enrollment," *Journal of Higher Education* 49 (1978) 548-574
- "The Development of Institutions of Higher Education: Theory and Assessment of Impact of Four Possible Areas of Federal Intervention," in M. Guttentag (ed.), *Evaluation Studies Review Annual*, Volume 2 (Beverly Hills: Sage, 1977) (with others)
- "Individual Demand for Higher Education: A Review and Analysis of Recent Empirical Studies," *Journal of Higher Education* 46 (1975) 623-53 (with G. Weathersby)

Methodology

- "Decision-Making Theory," in *International Encyclopedia of Education*, ed. N. Postlewaite (Amsterdam: Elsevier, 1985 revised 1994)
- "Linear Analysis of Logistic Choices, and Vice Versa," in American Statistical Association, 1981 *Proceedings of the Social Statistics Section* (Washington, DC.: ASA, 1982)
- "The Case of the Dependent Dichotomy: Practical Approaches to Choice Models," in American Statistical Association, 1980 *Proceedings of the Social Statistics Section* (Washington, DC.: ASA, 1981)

Personal

- US citizen
- Fluent in Spanish (grew up in Mexico); read some French

December 2009