

PROFESSIONAL EXPERIENCE

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- ❑ **2006 - 2007**      **Education Commission of the States**      **Denver, CO**  
*Interim President*
- Asked by ECS Chair, Kansas Governor Kathleen Sebelius to step in and stabilize the condition of this 41-year old national interstate compact and create a strategic framework to carry out its newly affirmed mission: *To help states develop effective policy and practice for education: by providing data, research, analysis, and leadership; and by facilitating collaboration, the exchange of ideas among the states, and long-range strategic thinking.*
  - Worked with ECS staff, state policy makers, foundations, and corporate supporters to ensure ECS plays a vital role in connecting those who make and implement education policy with those with the best knowledge of policies and practices that can improve student access and success, and foreseeing emerging issues.

- ❑ **1998 - 2006**      **Ohio Board of Regents**      **Columbus, OH**  
*2006 - Chancellor Emeritus*  
*1998 - 2006 Chancellor*
- As CEO of the state's coordinating system of higher education, led the development and execution of higher education policy, challenging and guiding Ohio's 140+ public and independent college and university campuses towards new levels of performance and achievement.
  - Changed public awareness and culture on the importance of higher education.
  - Led the collaborative development of and advocacy for four biennial operating and capital budgets with the state's public and independent higher education sectors.
  - Led the development of the *Third Frontier Project*: Ohio's \$1.6 billion 10-year initiative to invest in research, development and commercialization to forge new economic opportunity.
  - Revived and met regularly with statewide councils of faculty senate presidents.
  - With the state's Superintendent of Public Instruction, led the state's efforts to build an integrated, holistic P-16 system of education, improving teacher and principal education, and student achievement, access and success.
  - As an invited member of Governor Bob Taft's cabinet, worked to harmonize the state's education, economic development and workforce policies and programs "*to help Ohio's communities become great places to live, work and raise a family in the 21<sup>st</sup> century.*"

***Related Boards and Commissions:***

- 2005 - 2006 Member, Partnership for Continued Learning (state P-16 council)*  
*2005 - 2006 Member, Higher Education Leadership Council*  
*2004 - 2006 Member, Educator Standards Board*  
*2004 - 2006 Member, Ohio SchoolNet/eTech Ohio Commission*  
*2003 - 2006 Member, Third Frontier Commission*  
*2003 - 2004 Member, Governor's Commission on Higher Education and the Economy*  
*2001 - 2003 Senior Staff, Governor's Commission on Teaching Success*  
*2000 Senior Staff, Governor's Commission on Student Success*  
*1999 - 2006 Advisory Board Member, Ohio College Access Network*  
*1998 - 2006 Governing Board Member, Ohio Supercomputer Center*  
*1998 - 2006 Member, Ohio Commission on African American Males*  
*1998 - 2006 Member, Governor's Workforce Policy Board*  
*1998 - 2006 Co-chair, Joint Council of the State Board of Education & Board of Regents*

## PROFESSIONAL EXPERIENCE (CONTINUED)

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- **1990 - 1998**      **State University of New York**      **Albany, NY**  
*Trustee*
  - One of 16 members of the SUNY Board of Trustees, governing the SUNY System's 64 campuses with nearly 400,000 students.
  - Chair of Executive Compensation Committee and Committee on Mission & Vision.
  - Member of Student Life, Academic Standards, and Executive Compensation Committees.
  
- **1988 - 1995;**      **Accenture [Andersen Consulting]**      **New York, NY**  
**1971 - 1983**      **Arthur Andersen & Co.**  
*1992 - 1995*      *Partner: New York State Practice*
  - Developed and maintained relationships with New York State government policy makers, agency clients and prospects.
  - Consulted on strategic direction and re-engineering, as senior advisor to numerous national and state government agency leaders throughout the world.

*1991 - 1992*      *Worldwide Managing Partner - Government Practice*  
*1990 - 1992*      *Member, Global Management Council*  
*1990 - 1992*      *Member, Training Investment Committee*  
*1989 - 1991*      *Worldwide Managing Partner - State & Local Government Practice*

  - Led the firm's 3,000+ person government industry practice, which generated over \$300 million in fees annually, serving national, provincial/state, county and municipal governments and agencies.
  - Directed and integrated the activities of Andersen Consulting through participation on the firm's 30-member Global Management Council. Contributed to strategic redirection of the firm, successfully transforming it to become the largest consulting firm in the world.
  - Oversaw the firm's \$60 million training program redevelopment initiative.

*1988 - 1989*      *Partner: Federal Government Practice*

  - Managed major engagements and proposal efforts with the Social Security Administration, Internal Revenue Service and other agencies.

*1981 - 1983*      *Partner*  
*1975 - 1981*      *Manager*  
*1971 - 1975*      *Staff analyst*

  - Advised clients on the strategic use of information in public administration and public policy formulation.
  - Contributed in all aspects of engagements (from computer programming to overall project leadership), involving the design and installation of large-scale information systems and change management for clients in many industries, including government, health care, investment banking, brokerage, industrial and consumer goods.
  - Led the firm's recruiting team at Cornell University.

## PROFESSIONAL EXPERIENCE (CONTINUED)

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- ❑ **1983 - 1988**      **State of New York**      **Albany, NY**  
*1983 - 1988*      *Commissioner of Taxation and Finance*  
*1983 - 1986*      *President, State Tax Commission*
- Directed 6,000 state employees in the collection of over \$30 billion in tax revenues for the largest state revenue agency in the United States.
  - Presided over the adjudicatory body involved with tax disputes between taxpayers and the New York State Department of Taxation and Finance.
  - Developed and implemented an integrated strategy of innovative programs in audit and compliance, organizational change, systems modernization, taxpayer outreach and public/private partnerships, which resulted in almost \$1 billion per year in increased revenues from improved compliance with tax laws.
  - Worked successfully with more than a dozen industries to develop and institute fundamental reform of tax laws and administration that increased fairness and reduced burdens in tax compliance, improving the state's overall business climate and economy.

## SELECTED LEADERSHIP ACTIVITIES: PROFESSIONAL ASSOCIATIONS AND SOCIETIES

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- ❑ **2003 - present**      **The College Board**      **New York, NY**  
*2006 - present*      *Member, Executive Committee*  
*2005 - present*      *Chairman, Audit Committee*  
*2003 - present*      *Trustee; member, Finance Committee*
- ❑ **2001 - 2006**      **Nat'l Postsecondary Education Cooperative (U.S. Dept. of Ed.)**  
*Member, Executive Committee*      **Washington, DC**
- ❑ **2000 - 2006**      **Education Commission of the States**      **Denver, CO**  
*2005 - 2006*      *Advisor, National Center for Learning and Citizenship*  
*2005 - 2006*      *Member, Executive Committee*  
*2004 - 2006*      *Member, National Commission on the Arts in Education*  
*2003 - 2006*      *Member, National Forum Committee*  
*2003 - 2006*      *Member: Steering Committee; National Forum Committee*
- ❑ **2000 - 2006**      **Midwest Higher Education Commission**      **Minneapolis, MN**
- ❑ **1998 - 2006**      **State Higher Education Executive Officers**      **Bolder, CO**  
*2004 - 2005*      *Chairman, P-16, Access & Diversity, and Teacher Quality Committee*  
*2002 - 2003*      *President*  
*2001 - 2004*      *Member, Executive Committee*
- ❑ **1998 - 2003**      **BEST (Building Excellent Schools for Today & Tomorrow)**  
*Board Member*      **Columbus, OH**
- ❑ **1991 - 1995**      **Council for Excellence in Government**      **Washington, DC**  
*1993 - 1995*      *Trustee*
- ❑ **1983 - 1988**      **Federation of Tax Administrators**      **Washington, DC**  
*1985 - 1988*      *Director*
- ❑ **1983 - 1988**      **Nat'l Tax Institute - Tax Inst. of America**      **Columbus, OH**  
*1986 - 1988*      *Director*

## SELECTED LEADERSHIP ACTIVITIES: CULTURAL INSTITUTIONS

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- ❑ 1998 - 2006 **Ohio Historical Society** Columbus, OH  
*Trustee*
- ❑ 1994 - 1996 **The Asia Society** New York, NY  
*Co-chair, President's Circle*
- ❑ 1984 - 1997 **Jacob's Pillow Dance Festival** Becket, MA  
*Director, Overseer*
- ❑ 1990 - 1994 **China Institute in America** New York, NY  
*Member, President's Advisory Council*

## OTHER ACTIVITIES

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- ❑ 2008 - present **Center for Enrollment Research, Policy, and Practice** Los Angeles, CA  
*Member, Board of Scholars and Councilors*
- ❑ 2007 - present **State Farm Bank National Community Advisory Council** Bloomington, IL  
*Member*
- ❑ 1971 - present **Cornell University** Ithaca, NY  
*2008 - present Chair, Cornell University Council Membership Committee*  
*2007 - present Member, Cornell University Council Administrative Board*  
*1992 - 1998 Member, Cornell Outdoor Education Advisory Council*  
*1992 - 1995 Member, President's Strategic Planning Advisory Board*  
*1991 - 1998 Member, Johnson Graduate School of Management Advisory Council*  
*1988 - present Member, Cornell University Council (4<sup>th</sup> 4-year term)*  
*1971 - present Vice-president, Johnson School Class of 1971*
- ❑ 1994 - 1998 **Barnard-Columbia Center for Leadership in Urban Public Policy** New York, NY  
*Member, Advisory Board*

## SELECTED AWARDS RECEIVED

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- ❑ 2002 **Distinguished Friend Award, Southern State Comm. College**
- ❑ 1992 **American Society for Public Administration**  
*Honorary Membership*
- ❑ 1991 **Chinese Management Association** Taipei, Taiwan  
*Outstanding Chinese Entrepreneur award*
- ❑ 1989 - present **Marquis Who's Who Biographee**  
*2007 Who's Who in Education*  
*1993 - 1995 Who's Who of Emerging Leaders in America*  
*1992 - 1995 Who's Who in Finance and Industry*  
*1991 - present Who's Who in the World*  
*1990 - present Who's Who in America*  
*1989 - 1995 Who's Who in the East*

## SELECTED AWARDS RECEIVED (CONTINUED)

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- 1988, 1992     **Rotary International**  
*Paul Harris Fellow*
- 1986     **Organization of Chinese Americans**     **New York, NY**  
*Champion of Excellence award*
- 1986     **Asian-Americans for Affirmative Action**     **New Jersey**  
*Special Recognition award*
- 1985     **United Chinese-American League**     **Los Angeles, CA**  
*Distinguished Achievement award*
- 1984     **Chinatown Planning Council**     **New York, NY**  
*Man-of-the-Year award*
- 1971     **Phi Kappa Phi Honor Society**

## CLUB AND CHURCH MEMBERSHIPS

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- Metropolitan Opera Club**     **New York, NY**  
*Member, Board of Directors*
- Cornell Club**     **New York, NY**
- Athletic Club of Columbus**     **Columbus, OH**
- Capital Club**     **Columbus, OH**
- New Albany Country Club**     **New Albany, OH**
- Peace Lutheran Church**     **Gahanna, OH**

## EDUCATION

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- 1969 - 1971     **Cornell University**     **Ithaca, NY**  
*MBA with distinction in Quantitative Analysis*
- 1965 - 1969     **University of Michigan**     **Ann Arbor, MI**  
*BS in Mathematics and Physics*

## HONORARY DEGREES RECEIVED

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- 2006     **Doctor of Laws, Marietta College**
- 2004     **Doctor of Humane Letters, Shawnee State University**
- 2003     **Doctor of Public Service, Otterbein University**
- 2003     **Doctor of Humanities, Capital University**
- 2001     **Associate of Science, Edison State Community College**
- 2000     **Doctor of Arts, Cincinnati State Technical and Comm. College**
- 1999     **Doctor of Humane Letters, Youngstown State University**
- 1999     **Doctor of Public Service, University of Rio Grande**