

**BOARDS & COMMISSIONS****About the Commission**

A National Dialogue: The Secretary of Education's Commission on the Future of Higher Education

**Commission Members****Nicholas Donofrio**

Executive Vice President, Innovation and Technology  
IBM Corporation

**James J. Duderstadt**

President Emeritus  
University Professor of Science and Engineering  
Director, The Millennium Project  
University of Michigan

**Gerri Elliott**

Corporate Vice President  
Worldwide Public Sector  
Microsoft Corporation

**Jonathan Grayer**

Chairman and CEO  
Kaplan, Inc.

**Kati Haycock**

Director  
The Education Trust

**James B. Hunt, Jr.**

Chairman, Hunt Institute for Educational Policy and Leadership  
Former Governor of North Carolina

**Arturo Madrid**

Murchison Distinguished Professor of Humanities  
Department of Modern Languages and Literatures  
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**Robert Mendenhall**

President  
Western Governors University

**Charles Miller**

Private Investor

Former Chairman of the Board of Regents, University of Texas System

**Charlene R. Nunley**

President

Montgomery College

**Catherine B. Reynolds**

Chairman and CEO

Catherine B. Reynolds Foundation

EduCap Inc.

**Arthur J. Rothkopf**

Senior Vice President and Counselor to the President

U.S. Chamber of Commerce

President Emeritus, Lafayette College

**Richard (Rick) Stephens**

Senior Vice President, Human Resources and Administration

The Boeing Company

**Louis W. Sullivan**

President Emeritus, Morehouse School of Medicine

Former Secretary of the U.S. Department of Health and Human Services

**Sara Martinez Tucker**

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The Learning Alliance for Higher Education

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## **Nicholas M. Donofrio**

Nick Donofrio is the Executive Vice President of Innovation and Technology at the IBM Corporation.

Nick Donofrio is a champion for innovation across IBM and its global ecosystem and is the leader of IBM's global technology strategy. He also is vice chairman of the IBM International Foundation. Mr. Donofrio's responsibilities include IBM Research, Governmental Programs, Quality, Corporate Community Relations, as well as Environmental Health and Product Safety. Also reporting to Mr. Donofrio are the senior executives responsible for IBM's enterprise on demand transformation, as well as IBM's initiatives for open industry standards and intellectual property. He is a member of IBM's executive Technology and Strategy teams. In addition to his strategic business mission, Mr. Donofrio leads the development and retention of IBM's technical population and strives to enrich that community with a diversity of culture and thought.

Mr. Donofrio joined IBM in 1967 and spent the early part of his career in integrated circuit and chip development as a designer of logic and memory chips. He held numerous technical management positions and, later, executive positions in several of IBM's product divisions. He has led many of IBM's major development and manufacturing teams -- from semiconductor and storage technologies, to microprocessors and personal computers, to IBM's entire family of servers.

He earned a Bachelor of Science degree in Electrical Engineering from Rensselaer Polytechnic Institute in 1967 and a Master of Science in the same discipline from Syracuse University in 1971. In 1999 he was awarded an honorary doctorate in Engineering from Polytechnic University, in 2002 he received an honorary doctorate in Sciences from the University of Warwick in the United Kingdom, and in 2005 he was awarded an honorary doctorate in Technology from Marist College.

Mr. Donofrio is focused sharply on advancing education, employment and career opportunities for underrepresented minorities and women. He served for many years on the Board of Directors for the National Action Council for Minorities in Engineering (NACME) and was NACME's Board chair from 1997 through 2002. He also serves on the Board of Directors for INROADS, a non-profit organization focused on the training and development of talented minority youth for professional careers in business and industry. In 2005, Mr. Donofrio was appointed by the U.S. Department of Education to serve on the Commission on the Future of Higher Education, a 20-member delegation of business and university leaders charged with developing a new national strategy for post-secondary education that will meet the needs of America's diverse population and also address the economic and workforce needs of the country's future.

He is the holder of seven technology patents and is a member of numerous technical and science honor societies. He is a Fellow of the Institute for Electrical and Electronics Engineers, a Fellow of the U.K-based Royal Academy of Engineering, a member of the US-based National Academy of Engineering, a member of the Board of Directors for the Bank of New York, a member of the Board of Trustees at Rensselaer Polytechnic Institute, and a member of the Board of Directors for The Council for the United States and Italy.

In 2002, Mr. Donofrio was recognized by Europe's Institution of Electrical Engineers with the Mensforth International Gold Medal for outstanding contributions to the advancement of manufacturing engineering. In 2003, he was named Industry Week magazine's Technology Leader of the Year, the University of Arizona's Technical Executive of the Year, and was presented with the Rodney D. Chipp Memorial Award by the Society of Women Engineers for his outstanding contributions to the advancement of women in the engineering field. In 2005, Mr. Donofrio was elected a member of the American Academy of Arts and Sciences and was presented with Syracuse University's highest alumni honor -- the George Arents Pioneer Medal.

## **James Johnson Duderstadt**

Dr. James J. Duderstadt is President *Emeritus* and University Professor of Science and Engineering at the University of Michigan.

Dr. Duderstadt received his baccalaureate degree in electrical engineering with highest honors from Yale University in 1964 and his doctorate in engineering science and physics from the California Institute of Technology in 1967. After a year as an Atomic Energy Commission Postdoctoral Fellow at Caltech, he joined the faculty of the University of Michigan in 1968 in the Department of Nuclear Engineering. Dr. Duderstadt became Dean of the College of Engineering in 1981 and Provost and Vice President for Academic Affairs in 1986. He was appointed as President of the University of Michigan in 1988, and served in this role until July, 1996. He currently holds a university-wide faculty appointment as University Professor of Science and Engineering and also directs the University's program in Science, Technology, and Public Policy.

Dr. Duderstadt's teaching and research interests have spanned a wide range of subjects in science, mathematics, and engineering, including work in areas such as nuclear fission reactors, thermonuclear fusion, high powered lasers, computer simulation, science policy, higher education, and information technology.

During his career, Dr. Duderstadt has received numerous national awards for his research, teaching, and service activities, including the E. O. Lawrence Award for excellence in nuclear research, the Arthur Holly Compton Prize for outstanding teaching, the Reginald Wilson Award for national leadership in achieving diversity, and the National Medal of Technology for exemplary service to the nation. He has been elected to numerous honorific societies including the National Academy of Engineering, the American Academy of Arts and Science, Phi Beta Kappa, and Tau Beta Pi.

Dr. Duderstadt has served on and/or chaired numerous public and private boards. These include the National Science Board; the Executive Council of the National Academy of Engineering, the Committee on Science, Engineering, and Public Policy of the National Academy of Sciences; the Nuclear Energy Research Advisory Committee of the Department of Energy; the Big Ten Athletic Conference; the University of Michigan Hospitals, Unisys, and CMS Energy.

He currently chairs several major national study commissions in areas including federal science policy, higher education, information technology, and engineering research.

## **Gerri Elliott**

Gerri Elliott is the Corporate Vice President of Microsoft's Worldwide Public Sector organization, which includes over 1,100 sales professionals. She is responsible for strengthening customer and partner outreach within government, education and non-privatized healthcare markets in more than 75 countries worldwide. In this key leadership role, Ms. Elliott focuses on creating innovative programs and solutions to address the unique needs of Public Sector customers such as advancing economic development, digital inclusion, lifelong learning and general quality of life for all citizens.

Ms. Elliott's professional career spans over 25 years of diverse sales, services and marketing experience within Microsoft and, earlier, IBM. Prior to assuming her current role in October 2004, Ms. Elliott led Microsoft's US Enterprise Sales segment, which includes Microsoft's largest and most strategic customers. Known for her passion for delivering business value and for quality service, she was responsible for software sales across several vertical industries including financial services, retail & hospitality, automotive and healthcare as well as three geographic regions across the US. In this role, she also developed and implemented a global strategy to establish Microsoft's first vertical industry sales and marketing organizations.

During her 22-year tenure at IBM, Ms. Elliott held several senior executive positions focused on customers within Asia Pacific, North and South America. She served for two years in Tokyo, Japan as Vice President of Distribution Sector, Asia Pacific, where she led IBM's sales, marketing and solutions efforts for that sector in Japan, China, Taiwan, Hong Kong, India, ASEAN, Korea, Australia and New Zealand. She also held a similar role as Vice President, Distribution Sector, IBM Americas where she led the team responsible for IBM's largest customers in retail, wholesale, consumer packaged goods, travel and transportation industries.

## **Jonathan Grayer**

Jonathan Grayer is Chairman and CEO of Kaplan, Inc., one of the world's leading providers of educational services. Grayer has overseen Kaplan's expansion from an \$80 million test preparation company in 1994 to a diverse education corporation with more than \$1.1 billion in revenue in 2004. Kaplan has 900,000 students, 20,000 employees and 3,000 classroom locations.

Grayer's vision is helping to transform the for-profit education industry. Under his leadership, Kaplan has embraced an aggressive, outcomes-based approach that has served as a model in the education community. The Company continues to explore untapped markets, and has pioneered new territory in postsecondary education, K12 programs, online learning, and professional training in the U.S. and abroad. Kaplan is a subsidiary of The Washington Post Company (NYSE: WPO).

Grayer joined The Washington Post Company in 1990 in the marketing department of Newsweek, Inc., where he became Newsweek's Marketing Director. He joined Kaplan in 1991 as regional operations director, and held several titles before assuming responsibility as president and CEO in July 1994. Grayer became Chairman and CEO in February 2002. He received an A.B. degree from Harvard College and an M.B.A. from Harvard Business School.

Grayer serves on the boards of Memorial Sloan-Kettering Cancer Center, the New York City Partnership, and New School University. In September 2005, he was named by U.S. Education Secretary Margaret Spellings to the Commission on the Future of Higher Education.



## **Kati Haycock**

Kati Haycock is one of the nation's leading child advocates in the field of education.

She currently serves as director of the Education Trust. Established in 1992, the Trust does what no other Washington-based education organization seeks to do—speaks up for what's right for young people, especially those who are poor or members of minority groups. The Trust also provides hands-on assistance to educators who want to work together to improve student achievement, pre-kindergarten through college.

Prior to coming to the Education Trust, Haycock served as executive vice president of the Children's Defense Fund, the nation's largest child advocacy organization.

A native Californian, Haycock founded and served as president of The Achievement Council, a statewide organization that provides assistance to teachers and principals in predominately minority schools in improving student achievement. Before that, she served as director of the Outreach and Student Affirmative Action programs for the nine-campus University of California system.

**JAMES B. HUNT, JR.**  
Governor of North Carolina  
(1977-1985, 1993-2001)

Jim Hunt is a nationally recognized leader in education and has led his state through twenty years of dramatic economic change. Serving an historic four terms as Governor, he has been at the forefront of education reform in his state and in the nation. The Rand Corporation reports that North Carolina public schools improved test scores more than any other state in the 1990s. Governor Hunt challenged them to be first in America by 2010 in his book, *First in America: An Education Governor Challenges North Carolina*.

He has particularly focused on early childhood development and improving the quality of teaching in America. His Smart Start program is a nonprofit, public-private partnership rooted in each of the state's one hundred counties providing quality child care, health care, and family support for each child. It is funded primarily by the state but is also supported heavily by private corporations and individuals. Smart Start has been visited and studied by early childhood leaders from all fifty states and many foreign countries. It received the prestigious Innovations in American Government Award from the Ford Foundation and the John F. Kennedy School of Government at Harvard University.

Governor Hunt has devoted much of the last twenty years of his life to excellence in teaching in the United States. In 1985, he co-chaired with David Hamburg the "Committee of 50" which led to the Carnegie Forum on Education and the Economy and eventually to the National Board for Professional Teaching Standards. He chaired that board for ten years, developing standards for what accomplished teachers in America need to know and be able to do plus assessments to board-certify them. Governor Hunt also founded and served for the past ten years as chairman of the National Commission on Teaching and America's Future at Stanford University. Its report in 1996, *What Matters Most: Teaching for America's Future*, stimulated major changes in teacher education programs and public policies that advance teaching. In higher education, he serves as chairman of the National Center for Public Policy and Higher Education located in San Jose, California. Governor Hunt also serves on the Board of Trustees of the Carnegie Corporation of New York.

A strong supporter of high standards in public schools, Governor Hunt has served as Chairman of the National Education Goals Panel and Vice Chairman of the board of Achieve, Inc. He put into place in North Carolina one of the nation's most rigorous approaches to measuring student performance, requiring mastery for promotion and graduation, and providing assistance to turn around failing schools.

His state's economic gains from educational improvement have been impressive. North Carolina has regularly led the nation in new job creation per capita and in foreign investment. He has focused on new technologies by establishing the North Carolina School of Science and Mathematics, the Microelectronics Center of North Carolina, and the North Carolina Biotechnology Center.

Governor Hunt chairs the Board of Directors of two institutes, which he founded in the University of North Carolina – the Hunt Institute for Educational Leadership and

Policy in Chapel Hill and the Institute for Emerging Issues at N.C. State University in Raleigh.

His work has been recognized with numerous national awards:

- The Education Commission of the States “James B. Conant Award”
- The Horace Mann League’s “Friend of Education Award”
- The Harold W. McGraw, Jr. Prize in Education
- The National Mentoring Partnership “Award for Public Leadership”
- The Children’s Defense Fund Award
- The Columbia University Teachers College Medal of Distinguished Service
- The Women Executives in State Government’s “Breaking the Glass Ceiling Award”
- The American Academy of Pediatrics “Child Health Advocate Award”
- The National Secondary Schools “Distinguished Service Award”
- The National State Board of Education “Policy Leaders of the Year Award”
- The Council of Chief State School Officers “Distinguished Service Award”
- The National Education Association “Friend of Education Award”
- The first “Public Service Award” by the American Association for Educational Research
- The Committee for Economic Development first ever award for “Public Service”
- The National 4-H “Outstanding Alumnus Award”
- The National Wildlife Federation’s “Conservation Achievement Award”
- The Honor Award from the Soil Conservation Society of America

Governor Hunt holds B.A. and M.S. degrees from North Carolina State University, the J.D. degree from the University of North Carolina at Chapel Hill, and honorary degrees from over a dozen colleges and universities.

He and his family lived in Katmandu, Nepal, from 1964-1966 where he served as a Ford Foundation Economic Advisor to His Majesty’s Government. He has served on the Commission on US-Japan Relations for the 21<sup>st</sup> Century and working with the Asia Society, co-chairs the National Commission on Asia in the Schools.

Governor Hunt is currently a member in the law firm of Womble Carlyle Sandridge & Rice, PLLC, in Raleigh. He and his wife, Carolyn, live on their beef cattle farm in eastern North Carolina. They have four children and ten grandchildren.

## **Arturo Madrid**

Dr. Arturo Madrid is the Norine R. and T. Frank Murchison Distinguished Professor of the Humanities at Trinity University and the recipient of the Charles Frankel Prize in the Humanities in 1976, awarded by the National Endowment of the Humanities. From 1984 to 1993 Madrid served as the founding president of the Tomas Rivera Center, the nation's first institute for policy studies on Latino issues. In addition to having held academic and administrative appointments at Dartmouth College, The University of California, San Diego, and the University of Minnesota, he has also served as Director of the Fund for the Improvement of Post-Secondary Education (FIPSE) in the U.S. Department of Education as well as National Director of the Ford Foundation's Graduate Fellowship Program for Mexican Americans, Native Americans and Puerto Ricans.

In addition to his scholarly, curricular, and administrative activities Dr. Madrid has also served on the boards of some of the nation's most prominent educational organizations, including among others: The College Board, The Association for the Advancement of Higher Education, The Council for Basic Education, The Center for Early Adolescence, The National Board for Professional Teaching Standards, The National Center for Education and the Economy, and The National Civic League. He is an elected fellow of the Council on Foreign Relations, the nation's premier foreign policy association, and of the National Academy for Public Administration, which honors persons with a distinguished record in public administration. Currently Madrid serves as a member of the board of directors of BELO, Arte Público Press and the National Center for Public Policy and Higher Education.

Dr. Madrid holds a Ph.D. degree in Hispanic Languages and Literatures from UCLA as well as honorary doctorates from New England College, The California State University, Hayward, Mt. Holyoke College, Pomona College, and Texas Lutheran University.

## **Robert W. Mendenhall**

Robert W. Mendenhall is the President and Chief Executive Officer of Western Governors University (WGU). WGU is a private, not-for-profit, online university offering competency-based degrees. It was founded and is supported by 19 governors as well as 24 leading corporations and foundations, and is the only competency-based university with accreditation status. It currently offers degrees at the Associate's, Bachelor's and Master's level in business, information technology and education. WGU's mission is to expand access to higher education and promote competency-based degree programs.

Dr. Mendenhall has more than 20 years of experience in the development, marketing and delivery of technology-based education. Prior to joining WGU, he had his own consulting business and previously was general manager of IBM's K-12 education division. He has served as executive vice president of Jostens Learning Corporation. From 1980 to 1992, he was a founder, president and CEO (from 1987) of Wicat Systems, Inc., a leader in providing computer-based curriculum, instructional management and testing to schools, and technology-based training to government and industry.

Dr. Mendenhall has served on the NGA/ASTD Commission on Technology & Adult Learning, on IBM's Education Advisory Council, on the National Forum on 21<sup>st</sup> Century Skills Education Advisory Board, and on a Technology Working Group for the California Postsecondary Education Commission. He has also served on the Boards of the Department of Business and Economic Development for the State of Utah, the Oquirrh Institute, and the Gina Bachauer International Piano Foundation.

## **CHARLES MILLER**

### **Business Activities**

During a career in investment management, which spanned several decades from the 1960's to the 1990's, Charles Miller was a highly successful portfolio manager, as well as an entrepreneur in the investment management industry. He was an innovator and a pioneer in the era of professional investment management of institutional assets, especially in the area of corporate, public and jointly trustee pension funds. He built a large mutual fund company with a wide variety of product lines, including money market, equity and fixed income funds, domestic and foreign, with distribution in all fifty states. In a later period, he developed an investment fund which invested in special situation equities and in recent years he has managed family portfolios.

### **Education Activities**

Miller has also been actively and successfully involved in education issues for two decades.

As Chairman of the Education Policy Center of Texas, he took the lead in designing the first statewide public school accountability system, which later served as the model for No Child Left Behind federal legislation. This accountability system has shifted public education policies toward focusing on academic outcomes rather than exclusively on resource inputs.

The development of a strong accountability system in public education also allowed for deregulation from a central, state-level bureaucracy to more local control and responsibility. Improved academic results overall and a closing of the gaps in the educational performance of at-risk school children has been a demonstrable result of the accountability system.

As Chairman of the Board of Regents of The University of Texas System, Miller took the lead toward developing better higher education accountability systems, to be matched with deregulation and institutional autonomy. He also fostered strategies to generate significant increases in research funding, enrollment, patient care, private contributions and tuition revenues, while increasing financial aid.

In an earlier role as a member of the Board of Visitors of The University of Texas M. D. Anderson Cancer Center, Miller chaired the public policy effort, which resulted in substantial deregulation of university medical institutions, allowing these institutions to adjust successfully to the significant restructuring in the delivery of health care over the following decade.

**Prior Higher Education Activities**

The University of Texas System appointed by Governor Bush (February 1999)  
Chairman, Board of Regents (2001-2004)  
Member, Board of Regents (February, 1999 – July, 2004)

The University of Texas M. D. Anderson Cancer Center  
Member, Board of Visitors (1993-1999)  
Chairman, Government Relations Committee

Rice University  
Jesse H. Jones Graduate School of Administration  
Member of Advisory Board

St. John's College  
Member, Board of Visitors and Governors  
Chairman, Finance Committee

Texas Southern University  
Member, Advisory Committee for the President

University of Houston Foundation, Houston, Texas  
Chairman, Board of Trustees

University of Houston,  
Member, Presidential Development and Advisory Council for the 21<sup>st</sup> Century

## Charlene Nunley

Dr. Charlene R. Nunley became the sixth Chief Executive Officer of Montgomery College on January 4, 1999, following a national search conducted by the Board of Trustees.

As president, she led Montgomery College into the top five community colleges nationally in private fundraising for three consecutive years. She has successfully positioned the college for much-needed expansion of the college's oldest and smallest campus, by securing unprecedented levels of state and local capital funding for the ongoing expansion of the Takoma Park/Silver Spring Campus. Also under her leadership, the College is planning to develop on its Germantown Campus a bioscience education center and adjacent science and technology business-park. Dr. Nunley played a key role in the creation of the Universities at Shady Grove, a popular transfer option for Montgomery College students who wish to stay in the county to complete a four-year degree. She also helped to forge a model partnership between a community college and the local school district, Montgomery County Public Schools – one of the nation's largest and most outstanding school systems. Its primary purpose is to ensure improved levels of college readiness for all students graduating from high school.

Dr. Nunley has been a staunch advocate for preserving the open access mission of community colleges and headed a statewide task force that examined capacity challenges facing Maryland's public colleges and universities. Her efforts and views on this topic have been featured in the *Wall Street Journal*, *The Washington Post*, *The Baltimore Sun*, *Community College Times* and the *Gazette Newspaper*, among others.

Dr. Nunley has been a voice for community colleges on a number of local and regional groups, including the Technology Council of Maryland (past Chair of the Montgomery County Network), the Montgomery County Executive's Economic Advisory Council, the Board of Advisors of the Universities at Shady Grove (a regional higher education center favored by many MC transfer students), the Board of Directors of Mercantile Potomac Bank, the Montgomery County Business Roundtable for Education, the Jack Kent Cooke Foundation Community College Transfer Initiative Advisory Board and Leadership Montgomery.

Dr. Nunley is an involved leader in the Maryland Association of Community Colleges, serving on both the Board of Directors and as a member and Vice Chair of the Maryland Community College Chief Executives Officers. She is one of two community college members on the Board of Directors of the American Council on Education, and served on the Advisory Committee of Presidents of the Association of Community College Trustees from 2003-2005.



Montgomery College President Charlene R. Nunley was named as the Association of Community College Trustees' 2005 Northeast Region Chief Executive Officer of the Year. Dr. Nunley has earned several other awards and recognitions, as president of Montgomery College. She has twice been named one of Maryland's Top 100 Women by the Daily Record Newspaper, was honored as one of Montgomery County's 30 greatest women in history by the Montgomery County Commission for Women, and was named "Woman of the Year" by Montgomery County Business and Professional Women (BPW).

Prior to serving as President of Montgomery College, Dr. Nunley served as Executive Vice President and Chief Administrative Officer. Her distinguished career in educational administration includes academic administration, planning, finance, budgeting, and resource development. She has served as a professor of Business Administration and Economics and as Vice President of Planning and Advancement where she directed the college's first multi-million dollar capital campaign and secured matching funding from the Montgomery County government. Dr. Nunley first joined Montgomery College in 1979 as the Director of Institutional Research and Planning.

Dr. Nunley's professional educational preparation includes a Ph.D. from George Washington University in Educational Policy Studies, a M.Ed. degree in Higher Education from Pennsylvania State University, and a B.A. from Penn State in the Psychology Honors Program. She began her career in education as Coordinator of Institutional Research and instructor at Potomac State College of West Virginia University and served as Director of Institutional Research at Howard Community College in Columbia, Maryland before coming to Montgomery College.

## **Catherine B. Reynolds**

Catherine Reynolds is Chairman and Chief Executive Officer of EduCap, Inc. and Chairman and Chief Executive Officer of Catherine B. Reynolds Foundation.

Catherine B. Reynolds helped to create the private education loan market that provides affordable financing for millions of students to attend college. She brought entrepreneurial flair to a business defined by government regulation and revolutionized the entire student loan industry. Mrs. Reynolds introduced the first asset-backed securitization structure for consumer education loans, which resulted in billions of dollars in AAA bond offerings and a multi-billion-dollar annual capital market.

In an effort to provide financial products to help produce an educated citizenry, her companies developed a state-of-the-art loan origination system and creative programs that work within the financial rhythm of the family. Additionally, Mrs. Reynolds founded Servus Financial Corporation, a unique and innovative financial services company dedicated to providing a wide array of "private labeled" financial products for many of America's largest companies.

After Wells Fargo & Company acquired Servus in March 2000, the Catherine B. Reynolds Foundation was established as one of the largest foundations in the nation. Known for her passion and belief that education is still the best avenue to the "American Dream," Mrs. Reynolds devotes time and resources toward this mission. In 2004, she was featured in Business Week magazine as one of the 50 most philanthropic living Americans and the first self-made woman to make their list.

Catherine Reynolds is the Vice Chairman of the American Academy of Achievement and has served as the Host Chairman of its annual International Achievement Summit since its inaugural gathering in Budapest, Hungary. She has been active in community affairs, serving as a major benefactor of a number of organizations, including the National Gallery of Art, the John F. Kennedy Center for the Performing Arts, Ford's Theatre, Morehouse College, the D.C. College Access Program, the Black Student Fund, the Washington Metropolitan Scholars, America's Promise, and the Reynolds Foundation Fellows for Social Entrepreneurship at Harvard and NYU. Mrs. Reynolds was recently appointed as Chairman of the Dance Theatre of Harlem. A native of Jacksonville, Florida, Mrs. Reynolds is a graduate of Vanderbilt University.

## **ARTHUR J. ROTHKOPF**

Arthur J. Rothkopf serves as Senior Vice-President and Counselor to the President of the U.S. Chamber of Commerce. One of his principal responsibilities is work on the Chamber's initiative on workforce development and education.

Prior to joining the Chamber staff in July 2005, Mr. Rothkopf served for 12 years as President of Lafayette College, Easton, PA, a highly selective undergraduate college of liberal arts and engineering. Lafayette raised \$213 million in a capital campaign recently conducted under his leadership. That campaign permitted Lafayette to construct over \$250 million in new academic, residential, and community-based facilities. During his tenure, the college's endowment more than doubled to over \$600 million.

Mr. Rothkopf is past Board Chair of the Council for Higher Education Accreditation and the Association of Independent Colleges and Universities of Pennsylvania. He currently serves on the boards of directors of two for-profit companies, one of which is listed on the New York Stock Exchange.

Prior to becoming Lafayette's President in July 1993, Mr. Rothkopf was Deputy Secretary of the U.S. Department of Transportation. He was appointed to this position by President George H. W. Bush and confirmed by the Senate. Prior to becoming Deputy Secretary, he served as General Counsel of DOT.

Before joining DOT, Mr. Rothkopf was a senior partner in Hogan & Hartson, Washington's largest law firm. He began his career as a lawyer for the U.S. Treasury Department and the Securities & Exchange Commission.

Mr. Rothkopf earned his undergraduate degree from Lafayette and received his law degree from Harvard.

## **Richard (Rick) Stephens**

Richard (Rick) Stephens is Senior Vice President, Human Resources and Administration for The Boeing Company. In addition to leading Human Resources and Administration, Stephens is a member of the Boeing Executive Council.

Stephens was appointed to lead Human Resources and Administration in September 2005. He previously served as senior vice president of Internal Services and president, Shared Services Group. Prior to these assignments he was vice president and general manager, Integrated Defense Systems Homeland Security and Services.

In a career with Boeing that spans 25 years, he has led a number of businesses, including Space and Communication Services, Reusable Space Systems, Naval Systems and Tactical Systems, submarine combat systems, Space Shuttle, and a number of service and support-related programs.

Stephens received his Bachelor of Science degree in mathematics in 1974 from the University of Southern California and his Master of Science degree in computer science in 1984 from California State University, Fullerton. He has completed the bulk of units necessary to receive a master of business administration from the Claremont Graduate School of Business.

Stephens' honors include the American Indian Science & Engineering Society's 2004 Professional of the Year Award, and the National Management Association Gold, Silver Knight and Excellence in Leadership Awards. In December 2003 he was appointed to serve with other American leaders on the Private Sector Senior Advisory Committee of the Department of Homeland Security Advisory Council.

He is an Associate Fellow of the American Institute of Aeronautics and Astronautics, serves as the Boeing executive focal for the University of Southern California and is vice chairman of the Orange County Business Council. Stephens serves on a number of non profit and business focused boards and has been recognized for his long-standing leadership to local and national organizations regarding the use of science and technology education programs to develop the workforce of the future.

Stephens is an enrolled member of the Pala Band of Mission Indians, and served as its chairman from 1988-89. He is also a former U.S. Marine Corps officer.

## **Louis W. Sullivan, M.D.**

Louis W. Sullivan, M.D., is the founding Dean and first President of Morehouse School of Medicine (MSM). With the exception of his tenure as Secretary of the U.S. Department of Health and Human Services (HHS) from 1989 to 1993, Dr. Sullivan was President of MSM for more than two decades. On July 1, 2002, he left the presidency, but continues to serve on the MSM Board of Trustees, to teach, and to assist in national fund-raising activities on behalf of the school.

A native of Atlanta, Dr. Sullivan graduated magna cum laude from Morehouse College in 1954, and earned his medical degree, cum laude, from Boston University School of Medicine in 1958. He is certified in internal medicine and hematology.

Dr. Sullivan was instructor of medicine at Harvard Medical School from 1963-64, and assistant professor of medicine at Seton Hall College of Medicine from 1964-65. In 1966, he became co-director of hematology at Boston University Medical Center and, a year later, founded the Boston University Hematology Service at Boston City Hospital. Dr. Sullivan joined the Boston University School of Medicine in 1966 and remained until 1975, holding positions as assistant professor of medicine, associate professor of medicine, and professor of medicine.

Dr. Sullivan became the founding Dean and Director of the Medical Education Program at Morehouse College in 1975. The program became The School of Medicine at Morehouse College in 1978, admitting its first 24 students to a two-year program in the basic medical sciences. In 1981, the school became independent from Morehouse College and became Morehouse School of Medicine, with Dr. Sullivan as Dean and President. In 1983, MSM became a member of the Atlanta University Center. MSM was fully accredited as a four-year medical school in April 1985 and awarded its first 16 M.D. degrees in May of that year.

Dr. Sullivan left MSM in 1989 to accept an appointment by President George H.W. Bush to head HHS. In this post, Dr. Sullivan managed the federal agency responsible for the major health, welfare, food and drug safety, medical research and income security programs serving the American people. In January 1993, he returned to MSM and resumed the office of president.

Dr. Sullivan is Chairman of the board of the National Health Museum in Washington, D.C. and is also Chairman of the Sullivan Commission on Diversity in the Healthcare Workforce (funded by the Kellogg Foundation). He also serves as Chair of the President's Commission on Historically Black Colleges and Universities, and is Co-Chair of the President's Commission on HIV and AIDS.

A member of numerous medical organizations, including the American Medical Association and the National Medical Association, Dr. Sullivan was the founding

President of the Association of Minority Health Professions Schools. He is a former member of the Joint Committee on Health Policy of the Association of American Universities and the national Association of Land Grant Colleges and Universities.

Dr. Sullivan is married to Ginger, an attorney, and they have three children, Paul, Shanta, and Halsted.

## **Sara Martinez Tucker**

Sara Martinez Tucker is President and Chief Executive Officer of the Hispanic Scholarship Fund.

In 2005, TIME Magazine named her one of the 25 most influential Hispanics in America; Town & Country ranked her among the young, new breed of philanthropists. As president and CEO of the Hispanic Scholarship Fund, Sara Martinez Tucker pursues an aggressive goal: to double the rate of Hispanics earning college degrees by 2010.

Under her leadership, HSF continues to expand its ability to meet the needs of Latino students and families. Her accomplishments include growing the organization's annual budget from \$3.5 million to more than \$40 million; raising a landmark \$50 million grant from Lilly Endowment Inc; and successfully stewarding the Hispanic portion of the \$1 billion Gates Millennium Scholars Program.

In her time at the helm of HSF, Sara has generated funds for almost \$135 million in scholarships to more than 39,000 students, clearly establishing HSF as our country's premier Hispanic higher education organization. Recognizing that scholarships alone will not get HSF to its goal, she led the launch of community outreach programs to raise college expectations in Latino families and communities. To date, these programs have directly touched more than 65,000 students, parents, HSF alumni and community members.

Sara is a founding board member of the National Center for Educational Accountability and the National Scholarship Providers Association. Since 2001, she has served on the seven-member North American Diversity Advisory board of Toyota Motor Corporation to raise employee awareness and provide counsel on diversity issues.

Prior to joining HSF in 1996, Sara spent 16 years at AT&T, becoming the first Latina to reach the company's executive level. In her last assignment at the company, she served as a regional vice president for AT&T's Global Business Communications Systems, where she led a \$400 million division to its highest profit levels. Prior to this, Sara was vice president for Consumer Operations, a \$370 million operation with 6,500 employees serving AT&T's 80 million consumers. Under her leadership, this group contributed to the division's receipt of the Malcolm Baldrige Quality Award.

A native of Laredo, Texas, Sara Tucker received her undergraduate degree in journalism, graduating with honors from the University of Texas at Austin. She was a general-assignments reporter for the San Antonio Express before returning to U.T., where she received a master of business administration degree with high honors. More recently, Sara received an honorary doctorate in law from the University of Notre Dame and an honorary doctor of humane letters from Boston College.

Sara and her husband, Greg, live in San Francisco, California.

## **Richard Vedder**

Richard Vedder is Distinguished Professor of Economics at Ohio University. He received his degrees from Northwestern University and the University of Illinois. He has held a number of visiting appointments, including serving as an economist with the Joint Economic Committee of Congress and as John M. Olin Visiting Professor of Labor Economics and Public Policy at Washington University in St. Louis. He is the author or editor of numerous books, three of which include *The American Economy in Historical Perspective*, *Out of Work: Unemployment and Government in Twentieth-Century America* (with Lowell Gallaway), and *Going Broke By Degree: Why College Costs Too Much*. He has authored numerous scholarly papers for journals in economics and public policy, as well as shorter pieces for the serious popular press (e.g., *Wall Street Journal*, *Washington Post*, *Christian Science Monitor*, *Education Next*, *Cato Journal*, *The American Enterprise*, *Society*, *Forbes*). Several of his papers and articles deal with issues relating to education at all levels. He has advised numerous political leaders on public policy, including Russian President Vladimir Putin. He has won many awards for outstanding teaching performance.



## **Charles M. Vest**

Charles M. Vest was president of MIT from 1990 until December 2004. During his presidency, he placed special emphasis on enhancing undergraduate education, exploring new organizational forms to meet emerging directions in research and education, building a stronger international dimension into education and research programs, developing stronger relations with industry, and enhancing racial and cultural diversity at MIT. He also devoted considerable energy to bringing issues concerning education and research to broader public attention and to strengthening national policy on science, engineering and education.

In this latter capacity, Vest chaired the President's Advisory Committee on the Redesign of the Space Station and has served as a member of the President's Committee of Advisors on Science and Technology (PCAST), the Massachusetts Governor's Council on Economic Growth and Technology, and the National Research Council Board on Engineering Education. He chairs the U.S. Department of Energy Task Force on the Future of Science Programs and is vice chair of the Council on Competitiveness and immediate past chair of the Association of American Universities (AAU). He sits on the board of directors of both IBM and E.I. du Pont de Nemours and Co. In February 2004, he was asked by President Bush to serve as a member of the Commission on the Intelligence Capabilities of the United States Regarding Weapons of Mass Destruction.

Charles Vest earned his B.S. degree in mechanical engineering from West Virginia University in 1963 and both his M.S. and Ph.D. degrees from the University of Michigan in 1964 and 1967, respectively. Dr. Vest is Professor of Mechanical Engineering at MIT and is a Life Member of the MIT Corporation, the Institute's board of trustees.

## David Ward

A leading spokesperson for American higher education, David Ward became the 11th president of the American Council on Education on September 1, 2001. Ward is chancellor emeritus of the University of Wisconsin-Madison, where he received his doctorate in 1963. Prior to becoming chancellor at UW-Madison, Ward also served as associate dean of the graduate school from 1980 to 1987 and as vice chancellor for academic affairs and provost from 1989 to 1993. Ward's service to higher education includes the chairmanship of the Board of Trustees of the University Corporation for Advanced Internet Development, a nonprofit group that spearheaded the development of Internet 2. He also has chaired the Government Relations Council of the National Association of State Universities and Land-Grant Colleges, and served on the Committee on Undergraduate Education of the Association of American Universities, the Science Coalition, and the Kellogg Commission on the Future of State and Land-Grant Universities.

During his four years as provost of UW-Madison, Ward led the development of a strategic plan that improved the quality of undergraduate education there; added to the campus research facilities; enhanced the connections between the university, the city, the business community, and the state; and creatively combined public and private support for the institution. These changes gave new expression to the Wisconsin Idea, the venerable philosophical framework for the university's role in public service and knowledge transfer.

Ward also held the Andrew Hill Clark Professorship of Geography at the university, served as chair of the geography department from 1974 to 1977, and was president of the Association of American Geographers in 1989. As an urban geographer, he pioneered research on English and American cities during their rapid industrialization in the 19th and early 20th centuries, and held visiting appointments at University College London; The Australian National University, Canberra; Hebrew University, Jerusalem; and at his undergraduate alma mater, the University of Leeds.

## **Robert Zemsky**

Professor Zemsky currently serves as Chair of The Learning Alliance, a broad coalition of organizations and firms assisting institutions in implementing their change agendas. From 1980 through 2000, Professor Zemsky served as the founding director of the University of Pennsylvania's Institute for Research on Higher Education, one of this country's major public policy centers specializing in educational research and analysis. Much of his best known writing, including "The Lattice and the Ratchet" and "To Dance with Change" have appeared in Policy Perspectives. Professor Zemsky is also a frequent contributor to Change magazine. In his research Professor Zemsky pioneered the use of market analyses for higher education and is currently directing the University of Pennsylvania/Thomson Corporation Weatherstation Project that is mapping the market for e-learning. From 1990 through 1995, Professor Zemsky served as Co-Director of the National Center on the Educational Quality of the Workforce and is currently a Senior Scholar with the National Center for Postsecondary Improvement. At the University of Pennsylvania, Professor Zemsky has been the University's chief planning officer, and served as Master of Hill College House. In 1998, Change magazine named him as one of higher education's top forty leaders for his role as an agenda-setter. He is a former Woodrow Wilson Fellow. He was a postdoctoral Social Science Research Council Fellow in Linguistics and was later chair of that Council's Committee on Social Science Personnel. In 1998 he received a Doctor of Humane Letters (Hon.) from Towson University. He is currently a Trustee of Franklin and Marshall College and a member of the National Advisory Board for the National Survey of Student Engagement (NSSE). Professor Zemsky received his B.A. from Whittier College in 1962 and his Ph.D. in History from Yale University in 1966.