

BETH ANN BRYAN

Beth Ann Bryan is a nationally known and respected member of the education community. As senior education advisor to the firm, she assists various entities, both in the private and public sector, with implementation of the new national education reforms. She also counsels clients on other education policy issues.

Prior to joining Akin Gump, Ms. Bryan served as a senior advisor to U.S. Secretary of Education Roderick Paige. She was involved with several key initiatives, including the “No Child Left Behind” Act of 2001, reading, teacher quality and preparation, Head Start and early childhood. She served as a member of the president’s Commission on Excellence in Special Education and also worked closely with Laura Bush’s office on all of Mrs. Bush’s education initiatives. Prior to joining the U.S. Department of Education, Ms. Bryan served as an education advisor to Governor George W. Bush and to the Texas Governor’s Business Council.

Ms. Bryan received her B.A. from Houston Baptist University in 1969 and her M.Ed. from the University of Houston in 1978.

JOSEPH BURKE

Joseph C. Burke is Director of the Higher Education Program and Senior Fellow at the Rockefeller Institute of Government and State University of New York Professor of Higher Education Policy and Management. He combines the experiences of professor, administrator, and researcher. He taught for a dozen years at two universities. For twelve years, he served as President of the State University of New York at Plattsburgh, followed by nine years as Provost and one year as Interim Chancellor of the State University of New York System, the largest comprehensive system in the country.

Dr. Burke has written and lectured on a wide array of topics in higher education, including the role of college and university presidents, system governance, accountability and autonomy in higher education, outcomes assessment, and performance reporting, budgeting, and funding. He has published over fifty books, monographs, chapters, and articles on these subjects. His latest book is *Accountability and Higher Education: Balancing Public, Academic and Market Demands* published by Jossey-Bass in September of 2004.

The Henry Luce Foundation, The Pew Charitable Trusts, and the Ford Foundations have awarded him grants for national studies of state performance funding, budgeting, and reporting and of higher education accountability.

JACK O. BURNS

Jack Burns is the Vice President for Academic Affairs & Research for the four-campus University of Colorado (CU) System. He coordinates the development and review of all undergraduate and graduate/professional programs for the four campuses (Boulder, Colorado Springs, Denver, and the Health Sciences Center). Burns leads the University's planning for and uses of technology to enhance learning, research, service, and administrative support. He also directs the university's technology transfer office. In addition, he is a Professor and active NASA and NSF-funded researcher in the Department of Astrophysical & Planetary Sciences at CU-Boulder.

Prior to joining CU, Burns was Vice Provost for Research and Professor of Physics & Astronomy at the University of Missouri - Columbia (MU). He was responsible for the research and technology development mission of the university's 12 colleges and 7 interdisciplinary research centers. During his tenure, MU's new federal research awards increased by a nation-leading 132%, royalties and patent applications doubled. In addition, Congressional appropriations generated over \$150M in new funding, \$60M in public and private funding was secured for a new Life Sciences Center, over 100 new faculty were added in selected disciplines from a "mission enhancement" program funded by the state legislature, and a grant-writers network was initiated.

Burns also was Associate Dean of the College of Arts & Sciences, Department Head and Professor in the Department of Astronomy at New Mexico State University before joining MU. While at the helm of that department, he was instrumental in increasing funding by a factor of 45, constructing the \$40M Apache Point Observatory, and raising \$1M for an endowed chair. As a result, the National Research Council ranked the New Mexico State University's Astronomy Department as the second most improved in the nation.

Burns' academic life has been spent primarily in the field of astrophysics. He was assistant and then associate professor in the Department of Physics & Astronomy at the University of New Mexico in Albuquerque and also served as its Director of the Institute for Astrophysics.

He earned a B.S. in Astrophysics at the University of Massachusetts, and an M.S. and a Ph.D. in Astronomy from Indiana University. During his post-doctoral research, he conducted some of the first astronomical observations using the world's most powerful radio telescopes, and helped to discover "radio jets" emanating from the cores of active galaxies and quasars. He has published 200 research papers and his research has been featured in articles and on the covers of *Scientific American*, *Nature*, and *Science*. He was elected a Fellow of the American Physical Society in 1998.

JOHN T. CASTEEN III

Professor of English John Casteen became president of the University of Virginia in August 1990. As president, he has overseen a major restructuring of the University's administrative and governance structures, one of the largest capital funds campaigns ever undertaken, significant improvements in academic programs, and major expansions of the University's physical facilities. In this period, also, the University has been recognized for its leadership in educating minority students, for the quality of its undergraduate teaching, and for its success in refinancing itself following historic reductions in state tax support at the beginning of the decade.

After teaching English at the University of California (Berkeley) and the University of Virginia, Mr. Casteen became Virginia's secretary of education in 1982. He served until 1985. While secretary, he directed reforms in both secondary and higher education, revamped Virginia's college desegregation efforts, and initiated programs of state support for research. From 1985 to 1990, he was president of the University of Connecticut.

Mr. Casteen has been a director of the American Council on Education, a director of the National Collegiate Athletic Association, trustee and chair of the College Entrance Examination Board, commissioner of the Education Commission of the States, member of the Board of Control for the Southern Regional Education Board, commissioner of the New England Board of Higher Education, and chair of the Association of Governing Board's council of presidents. From 1991 to 1993, he chaired the National Board on Oceans and Atmosphere.

In 1997, Mr. Casteen completed a term as chair of the Commission on Colleges of the Southern Association of Colleges and Schools (SACS) as well as a term as president of SACS. In 2000-2002, he chaired the Council for Higher Education Accreditation (CHEA). He is currently chair of the Association of American Universities (AAU).

Mr. Casteen's business career has included service as a director of Connecticut Bank and Trust Company (CBT) in 1986-1989—CBT was acquired by Fleet Bank, and as a member of CBT's audit and corporate responsibility committees; as a director of the New England Education Loan Marketing Corporation (Nellie Mae) and the successor foundation (1988-1997 and 2000), and as a member of Nellie Mae's executive committee; as a director of Sallie Mae (1999-date), following the sale of Nellie Mae to SLMA, Inc.; as a director of Blue Cross/Blue Shield of Connecticut, Inc., now a component of Anthem (1989-1990, resigned to move to Virginia), as a member of the audit and medical affairs committees, and as a director of Calico, a wholly owned subsidiary providing employee life insurance services for client corporations; as a director of the College Construction Loan Insurance Association (Connie Lee) and a member of the finance committee (1993-1997)—Connie Lee was acquired by AmBac in 1997; as a director of Allied Concrete Company, Charlottesville (1995-1998); as a director of Jefferson Bankshares, Inc., and Jefferson National Bank and chair of the executive compensation committee (1990-1997)—JBI was acquired by Wachovia in 1997; a director of the old and new Wachovia Corporation (1997-date), member and chair of its audit and compliance committees, and subsequently member and chair of the audit committee of the new corporation formed by the merger of Wachovia and First Union, currently serve on audit committee.

Mr. Casteen was named the Outstanding Virginian of 1993. The state conference of the American Association of University Professors (AAUP) presented its Jackson Davis Award to

him in December 1993. In February 1996, he received the doctor honoris causa from the University of Athens in Greece. In 1998, he was named the University of Virginia's outstanding alumnus of the year. In December 1998, he received the Gold Medal of the National Institute of Social Sciences. In November 2002, Mr. Casteen was selected as the inaugural recipient of the Higher Education Center for Alcohol and Other Drug Prevention's Presidents Leadership Group Award.

Mr. Casteen writes short fiction as well as essays and papers in medieval literature, bibliography, and public policy. A collection of his short stories received the 1987 Mishima Award for fiction.

Mr. Casteen holds three degrees in English from the University of Virginia (B.A. with high honors in 1965, M.A. in 1966, and Ph.D. in 1970). He served as UVA's dean of admissions from 1975 to 1982. Born and raised in Portsmouth, Virginia, he is married to Betsy Foote Casteen. They have five children.

WILLIAM D. HANSEN

William D. Hansen is the Senior Vice President and Managing Director of ACS' Education Services Business. Hansen joined ACS State and Local Solutions in July 2003 as the company launched its new education line of business. ACS, a Fortune 500 company with more than 40,000 people supporting operations in nearly 100 countries, provides business process and information technology outsourcing solutions to world-class commercial and government clients.

Prior to joining ACS, Hansen served as the United States Deputy Secretary of Education. In this post, Hansen served as the Department of Education's (ED) chief operating officer and principal adviser to Secretary Rod Paige. He managed 5,000 employees and administered a \$100 billion annual budget. He played a key leadership role in the development and implementation of the landmark *No Child Left Behind Act*. He has been recognized for his significant management accomplishments which included earning the first independent clean financial audit in ED's history and achieving the highest ratings from OMB for the effective implementation of the President's Management Agenda. President George W. Bush nominated Hansen to be the Deputy Secretary of Education on March 8, 2001. He was unanimously confirmed by the United States Senate on May 22 and sworn in as the Deputy Secretary on May 24, 2001. During the preceding months, Hansen served as the ED transition team director for the Bush-Cheney Transition.

From 1993 until his appointment as Deputy Secretary, Hansen served as the President and CEO of the Education Finance Council, which works to expand educational opportunities for students to pursue their dreams of a postsecondary education. During this time he also served on several state and national boards and commissions on reforming elementary and secondary schools and increasing access to higher education, including the National Commission on the Cost of Higher Education.

Hansen held numerous executive positions in the federal government during his 12 years of service from 1981 to 1993. From 1991 to 1993, he was ED's Assistant Secretary for Management and Budget and CFO. He was nominated to this post by former President George H. W. Bush and was unanimously confirmed by the Senate. From 1990 to 1991, he served as ED's acting Assistant Secretary for Legislation and Congressional Affairs and acting Deputy Under Secretary for Planning, Budget, and Evaluation. From 1988 to 1990, he served as the Deputy Director of Public Affairs at the Department of Commerce and then headed the intergovernmental and industry affairs office at the Department of Energy. Hansen, who first came to ED in 1981 as a legislative assistant, later served as Deputy Assistant Secretary for Elementary and Secondary Education.

Hansen was recently appointed to serve on several corporate boards including, The University of Phoenix, The California Higher Education Loan Authority (Chela Financial), The First Marblehead Corporation, and The Student Loan Finance Corporation. Hansen is a native of Pocatello, Idaho. He attended Idaho State University and earned a B.S. degree in economics from George Mason University in Fairfax, Virginia. He and his wife, Kasi, live in McLean, Virginia with their six children.

JAMES R. HUFFINES

James R. Huffines was appointed to a six-year term on The University of Texas System Board of Regents by Governor Rick Perry in February 2003. The Board elected him Chairman on June 2, 2004. He has served on the Executive Committee of the Board and as Chairman of the Facilities Planning and Construction Committee. He also served on the Academic Affairs Committee, the Finance and Planning Committee, and the Health Affairs Committee, and as a Regental representative on the Board of Directors of The University of Texas Investment Management Company (UTIMCO).

Mr. Huffines, a commercial banker, is Chairman, Central and South Texas, of PlainsCapital Bank in Austin and Executive Vice President of PlainsCapital Corporation, positions he has held since January 2004 and March 2001 respectively. Previously, he held senior management positions at Hester Capital Management, L.L.C., Capital Securities Group, and Morgan Keegan & Co.

From November 1986 to June 1990, he was Secretary of Appointments for Governor William P. Clements, Jr.

Before joining Governor Clements' administration, Mr. Huffines held executive positions at Dallas banks, including Dallas Bancshares, Inc.; Bank of Dallas; and Republic National Bank of Dallas.

Mr. Huffines was co-chairman of the Texas Inauguration Committee for the inauguration of Governor Perry in January 2003, served as Chairman of the transition team for Governor Perry in 2000 and 2001, and was a member of the national finance committee of George W. Bush for President. He also is a former Commissioner of the State of Texas Alcoholic Beverage Commission.

He currently participates in numerous community and business organizations, including serving as a member of the advisory board of Texas Lyceum; the Board of Directors of the Austin Symphony; the Board of Trustees of the Bob Bullock Texas State History Museum Foundation; and the Executive Committee of the Chancellor's Council at the U. T. System.

Mr. Huffines also serves on the board of Hester Capital Management, McAfee Mortgage, PlainsCapital Bank, PlainsCapital Corporation, and Prime Lending Mortgage Co.

His previous associations include service on boards or committees of Austin Caritas, Austin Rape Crisis Center, Austin Settlement Club for Girls, Child Care Partnership of Dallas, the March of Dimes, the Harry Ransom Humanities Research Center at U. T. Austin, Performing Arts Center at U. T. Austin, School of Education at U. T. Austin, Meadows School of the Arts at Southern Methodist University, Dallas Council on World Affairs, Dallas United Nations, Dallas Symphony Orchestra, Dallas Theatre Center, U.S.A. Film Festival, and Dallas Children's Arts and Ideas Foundation. He also served as Chairman on the Dallas Mayor's Committee on the Employment of the Disabled.

Mr. Huffines earned a BBA degree in finance from U. T. Austin in 1973 and attended Southwestern Graduate School of Banking held at Southern Methodist University. He is married to the former Patty Hayes Shepherd, a 1977 graduate of U. T. Austin.

R. E. LeMON

R.E. LeMon is Vice Chancellor of Academic and Student Affairs for the Florida Department of Education's Division of Colleges and Universities.

He received his Bachelor of Arts cum laude from Western Michigan University in 1970, and his Master of Arts in Creative Writing from Stanford University in 1972 where he was a Mirrielees Writing Fellow in Poetry. Following a year teaching three-year old non-native speakers of English in California, he spent six years on the faculty of the University of New Orleans, followed by faculty positions at the University of the Ryukyus in Japan and Suzhou University in the People's Republic of China.

While earning his Ph.D. from Florida State University in 1989, he began working with the Florida Board of Regents, Office of Academic and Student Affairs, and in his 17 year career there was promoted from Coordinator to Vice Chancellor. He has worked in virtually every area of higher education planning and evaluation at the system-level. His duties for the State Board of Education and the Florida Board of Governors include providing leadership at the state-level for achieving national recognition for Florida's universities, working with the Boards' performance and accountability initiatives, recommending new professional and doctoral degrees, and ensuring the maintenance of Florida's two-plus-two transfer system.

Dr. LeMon is a sitting member of the national Planning Accreditation Board. His marriage of 26 years has blessed him with four children, ages 21 to 6.

PAUL E. LINGENFELTER

Paul E. Lingenfelter became Executive Director of SHEEO, the national organization of State Higher Education Executive Officers, in June 2000. His work at SHEEO has focused on increasing successful participation in higher education including: strengthening student preparation, improving the quality of teaching, developing accountability systems for improved performance, improving mechanisms for developing state higher education policy, and developing data systems and financial policies for educational improvement.

From 1985 to 2000 he worked with the John D. and Catherine T. MacArthur Foundation. In 1996 he was appointed Vice President to establish and lead the MacArthur Foundation Program on Human and Community Development, which supports research, policy analysis, and practical interventions addressing economic opportunity, community capacity, child and youth development, and mental health. Before this, he was involved in the full range of the Foundations international and domestic programs as Associate Vice President for Planning and Evaluation and Director of Program Related Investments.

Dr Lingenfelter was Deputy Director for Fiscal Affairs for the Illinois Board of Higher Education from 1980 to 1985. From 1968-80, he held administrative positions with the Illinois Board of Higher Education and the University of Michigan. Over the years, he has been a consultant for the United States Corporation for National Service, the Laidlaw Foundation in Canada, the Education Commission of the States, the New York Board of Regents, and the US Office of Education.

His educational background includes an AB from Wheaton College in Literature, an MA from Michigan State University, and a PhD from the University of Michigan in higher education. His graduate work in higher education administration emphasized political science and policy analysis, and he has written numerous policy studies and articles related to his work in higher education and philanthropy.

GERI H. MALANDRA (Symposium Director)

Geri H. Malandra joined the fifteen-campus University of Texas System in September 2002. As Associate Vice Chancellor for Accountability and Institutional Performance, she has led the development of the System's first accountability and performance reporting process and its institutional Compacts. Her responsibilities also include development and implementation of system-wide strategic planning and institutional improvement initiatives. Before moving to Texas, she served the University of Minnesota as Associate Vice Provost, leading the development of Minnesota's first comprehensive accountability reporting system, and developing policy initiatives and legislative reports on accountability, accreditation, and other higher education planning issues. At Minnesota, she earlier held positions as Director of Research Development in the College of Liberal Arts, head of the Department of Professional Development and Client Relations (developing the University's first off-campus technology education center), and was concurrently appointed adjunct assistant professor of history, teaching history of the ancient Near East and comparative world history. In the non-profit sector, she worked as Assistant Director for Government and Public Affairs at the National Federation of State Humanities Councils, and has held elected board positions in several volunteer organizations. She holds a B.A. from Carleton College in Anthropology and Archaeology, and an M. A. and Ph.D. in Ancient Studies from the University of Minnesota.

THOMAS C. MEREDITH

As chancellor of the University System of Georgia, Thomas C. Meredith is responsible for the state's 34 public colleges and universities. The University System has nearly 250,000 students, 35,000 faculty and staff, and an annual budget of \$4.6 billion. Additionally, the University System of Georgia has administrative responsibility for the Georgia Public Library Service, which manages the state's 58 public library systems.

Since taking office in January 2002, Meredith has managed several tough state budget cuts, vigorously defended further erosion of the University System's state funding, secured approval from the University System's Board of Regents for the System's new long-term Strategic Plan, toured all USG campuses and conducted a 12-stop economic-development tour of the state.

Prior to his appointment in Georgia by the System's board, Meredith served as chancellor of The University of Alabama System since June 1997. In that capacity, he was responsible for three doctoral research universities, which have a combined enrollment of 40,000 students, 17,000 employees, and an annual budget of \$1.8 billion.

A native of Owensboro, Ky., Meredith served from 1988 to 1997 as president and professor of education at Western Kentucky University in Bowling Green. He joined that institution from The University of Mississippi, where from 1984 to 1988 he had served as vice chancellor for executive affairs, adjunct professor of higher education and executive assistant to the chancellor. Before that, Meredith had served as an academic programs officer and as an associate director for programs and planning for the Board of Trustees of State Institutions of Higher Learning in Mississippi from 1974 to 1984. He began his career as a high-school teacher and later as a high school principal.

Meredith holds a bachelor of arts degree in social studies from Kentucky Wesleyan College, a master of arts degree in education administration and supervision from Western Kentucky University, and a doctor of education degree in administration and supervision with an emphasis in secondary and higher education from The University of Mississippi. He also completed the Institute for Educational Management at Harvard University and was a participant in the Higher Education Roundtable at Oxford University.

Meredith serves on numerous educational and corporate boards. He is president of the National Association of System Heads (NASH), an organization comprised of the chief executive officers of the 51 public higher education systems in the United States. Meredith also is chair of the American Association of State Colleges and Universities. When he took office in November 2003, he was the first head of a university system to serve as chair of AASCU. Meredith also was appointed in 2002 to a three-year term on the Board of Control for the Southern Regional Education Board (SREB).

While serving as chancellor in Alabama, Gov. Don Siegelman asked Meredith to head the Alabama Commerce Commission, a group charged with drafting, implementing and monitoring a long-term economic development plan for the state. Meredith was inducted into the Alabama Academy of Honor, an organization of only 100 outstanding Alabamians

The chancellor and his wife, Susan, have two married sons. Mark is a third-year resident in pediatrics at the University of Alabama at Birmingham, and Matthew is a recent graduate of the law school at Southern Methodist University.

MARI A. PEARLMAN

Mari Pearlman is Senior Vice President of the Higher Education Division (HED) at ETS. The division encompasses about 80 percent of ETS's strategic business.

HED includes four major four lines of business: English Language Learning Programs [Test of English as a Foreign Language (TOEFL), Test of Professional English (TOPE), and The Test of English for International Communication (TOEIC)]; Graduate and Postsecondary Programs [Graduate Record Examinations (GRE), and the Graduate Management Admissions Test (GMAT)]; Teacher Quality Programs [The Praxis Series, and the National Board for Professional Teaching Standards assessments]; and Transitions to College [College Board Programs, including the SAT, PSAT, and Advanced Placement (AP) programs].

Prior to assuming her current position, Pearlman served as vice president and general manager of ETS's Teaching and Learning Division. Pearlman began her career at ETS in 1981 in test development. She led several ground-breaking initiatives including the first constructed response test with performance-based questions for a GRE subject test (Music). From 1996 to 1998, Pearlman served as executive director of the Professional Education and Development Group in the then newly formed Teaching and Learning Division. Under her leadership, this group oversaw pioneering work for the National Board for Professional Teaching Standards for the certification of accomplished teachers, the development of performance assessments for licensure of school educators, and a line of professional development products and services.

A graduate of the University of Utah, Pearlman received her doctorate in English literature from Rutgers University, and has completed the Advanced Management Program at the Harvard Business School. Prior to coming to ETS, Pearlman taught for 10 years at the secondary and college levels.

With estimated consolidated revenues of \$900 million for FY 2003, ETS is the world's largest private educational testing and measurement organization and a leader in education research. The company is dedicated to serving the needs of individuals, educational institutions, and government bodies in nearly 200 countries. ETS develops and administers more than 12 million tests worldwide.

For more information about ETS, visit its Web site at www.ets.org.

ALISON A. REAM

Alison Ream is a Professional Staff Member with the U.S. House of Representatives Committee on Education and the Workforce. She advises Chairman John Boehner (R-OH) and twenty-six majority Committee members on higher education policy. Ms. Ream returned to the Committee in January of 2003, after working as a graduate fellow for the Committee in 2001.

During the current reauthorization of the Higher Education Act (HEA), Ms. Ream has worked primarily on issues concerning accountability, affordability, and access. She has also focused on the titles of the Act that impact international education and graduate education.

Prior to returning to the Hill, she worked as a policy associate for the American Association of State Colleges and Universities (ASSCU) in Washington, DC.

Ms. Ream earned her Master of Education in College Student Affairs Administration from the University of Georgia and her Bachelor of Business Administration (Organizational Behavior and Business Policy) and her Bachelor of Arts (Psychology) from Southern Methodist University in Dallas, Texas. She is a native Houstonian.

MARJORIE SCARDINO

Marjorie M. Scardino is chief executive of Pearson, the international media group whose primary business operations include Pearson Education (incorporating businesses such as Scott Foresman, Prentice Hall, Addison Wesley, and educational testing, data, and software operations); The Financial Times Group; the Spanish media group Recoletos and Penguin Group. Pearson also owns a 50% stake in The Economist Group.

Until January 1997, she was chief executive of The Economist Group, and, prior to 1985, she was a partner in a Savannah, Georgia law firm and publisher and founder, with her husband, of the Pulitzer Prize-winning newspaper The Georgia Gazette.

She is a non-executive director of Nokia Corporation and a member of a number of charitable and advisory boards, including The Carter Center and The Victoria & Albert Museum.

She is married to Albert Scardino, a journalist. The Scardinis have three children.

MARGARET SPELLINGS

Margaret Spellings currently serves as the Assistant to the President for Domestic Policy, and is responsible for the development and implementation of White House policy on education, health, labor, transportation, justice, housing, and other elements of President Bush's domestic agenda.

Prior to her White House appointment, Mrs. Spellings worked for six years as Governor George W. Bush's Senior Advisor with responsibility for developing and implementing the Governor's education policy. She also made recommendations to the Governor for key gubernatorial appointments. She previously worked for Republican Governor William P. Clements and for members of the Texas House of Representatives.

DAVID S. SPENCE

Dr. David S. Spence has been the Executive Vice Chancellor and Chief Academic Officer of the California State University since April 1998. He held the same position in State University System of Florida from 1994-1998. He was the executive vice chancellor of the University System of Georgia for seven years, beginning in 1987. He has also served as vice president and director of the office of educational policies at the Southern Regional Education Board; executive director of the Florida Postsecondary Education Planning Commission; and assistant director of the academic administration program for the United Board for College Development. The Schenectady, NY native earned a B.A. degree in history from the University of Rochester, and M.S. in education from State University of New York at Albany and a Ph.D. in higher education from SUNY/Buffalo.

JANE WELLMAN

Jane Wellman is a Senior Associate with The Institute for Higher Education Policy, a non-profit research and policy group located in Washington, DC. Her work centers on quality control and measurement, public accountability, state governance and policy, and institutional finance. She is a director of several of The Institute's research and policy efforts, including studies on costs and prices, tuition policies, the "Seat-Time" study of uses and alternatives to the student credit hour unit of measurement; and a national study of trends in costs and prices. She collaborates with other national organizations on policy initiatives, including the National Center for Public Policy and Higher Education, the State Higher Education Executive Officers, the American Council on Education, the Business-Higher Education Forum, the Association of Governing Boards, Campus Compact, and the National Governors' Association. Recent publications include:

- "Public Accountability for Student Learning in Higher Education," for the Business-Higher Education Forum;
- "New Approaches to State Governance of Higher Education," for the Center for Higher Education at the University of Southern California
- "State Policy and Community College Transfer", for the National Center on Public Policy and Higher Education and
- "The Double Whammy," for the Association of Governing Boards.

In addition to research and writing, Wellman consults regularly with institutions, states, and countries on different aspects of higher education policy. She is a frequent speaker at professional meetings, including recent presentations to the Western Association of Schools and Colleges, the Western Interstate Commission on Higher Education, and the National Association of College and University Business Officers.

Wellman received her bachelors' and masters' degrees from the University of California at Berkeley. She is married to Jeffrey P. Ruch. They live in Bethesda, Maryland, and are parents of a teen-age daughter.

JON WHITMORE

Jon Whitmore became the fourteenth president of Texas Tech University on September 1, 2003. Previously, he served as Provost and Professor of Theatre Arts at the University of Iowa from 1996 until 2003. That position followed six years as Dean of the college of Fine Arts at the University of Texas at Austin. He served as Dean, Faculty of Arts and Letters, State University of New York at Buffalo, from 1985 until 1990 and as Interim Dean, College of Creative Arts, West Virginia University from 1984 to 1985. In 1983 he was Assistant to the President, West Virginia University, and a Fellow of the American Council on Education.

Dr. Whitmore earned his B.A. and M.A. in Speech from Washington State University in 1967 and 1968, respectively. In 1974 he earned the Ph.D. in Dramatic Arts from the University of California, Santa Barbara.

Dr. Whitmore was elected into the College of Fellows of the American Theatre in 2004 and has directed more than 60 theatrical performances, produced over 50 main stage and 80 second season productions.

Jon Whitmore and his wife Jennifer are the parents of two teenage children.

MARK G. YUDOF

Mark G. Yudof was appointed chancellor of The University of Texas System by the Board of Regents on June 21, 2002. His tenure as the ninth chancellor of the U.T. System began on August 1.

Yudof came to the chancellor's office from the University of Minnesota, where he had served as president since July 1997. Previously, he was a faculty member and administrator at U.T. Austin for 26 years, serving as dean of the School of Law from 1984 to 1994 and as the university's executive vice president and provost from 1994 to 1997.

His career at U.T. Austin began in 1971, when he was appointed an assistant professor of law. He continued to teach throughout his administrative career at U.T. Austin, as well as at the University of Minnesota.

While on the law faculty at U.T. Austin, he also served periods as a visiting professor at the law schools at the University of Michigan and the University of California at Berkeley, and he conducted research as a visiting fellow at the University of Warwick in England.

Yudof is an authority on constitutional law, freedom of expression, and education law. He has written and edited books on free speech and gender discrimination, and most recently completed the fourth edition of his co-authored book, *Educational Policy and the Law*.

He is a fellow of the American Academy of Arts and Sciences and a member of the American Law Institute. He also serves as a member of the advisory board of the National Institute for Literacy.

Yudof earned an LL.B. degree (cum laude) in 1968 from the Law School of the University of Pennsylvania, where he also earned a B.A. degree (cum laude with honors in political science) in 1965. He was awarded the Alumni Award of Merit (2001) and the prestigious James Wilson Award (2004) by the University of Pennsylvania Law School for his many years of service and contributions to the legal community.

As chancellor, Yudof is the chief administrative officer of one of the nation's largest higher education systems. The U.T. System has 15 components, including nine academic and six health institutions, an enrollment of more than 160,000 students, over 84,000 employees, and an annual operating budget of \$7.02 billion.

Chancellor Yudof's wife, Judy, is international president of the United Synagogue of Conservative Judaism. She is the first woman to serve in that capacity in the organization's 89-year history. In 1993, Mark and Judy Yudof were co-recipients of the Jewish National Fund Tree of Life Award.