

Dr. FRED PHILLIPS joined the State University of New York at Stony Brook in 2011 as Professor and Program Chair. Earlier he was Vice Provost for Research at Alliant International University, and before that Associate Dean at Maastricht School of Management, in the Netherlands, where he remains, for part of each year, Professor of Marketing, Entrepreneurship, and Research Methods. He is also a Senior Fellow at the IC<sup>2</sup> Institute of the University of Texas at Austin and Profesor Afiliado at CENTRUM, the business school of the Pontificia Universidad Católica de Lima.

In New York, Texas, Oregon, and Holland, he has been a leader in developing graduate management curricula for employees of international and high-tech companies. His contributions in operations research include "Phillips' Law" of longitudinal sampling, and the first parallel computing experiments with Data Envelopment Analysis. He is co-recipient of grants totaling \$5 million from the Air Force Office of Scientific Research for the study of Japanese technology management practices. He brought many other grants to IC<sup>2</sup>, OGI, and MSM, and was recently co-principal investigator on a \$1 million NSF project, developing advanced information systems for the US Forest Service. He has won several awards for outstanding research.



Dr. Phillips is Editor-in-Chief of Elsevier's international journal *Technological Forecasting & Social Change*. He authored the textbook *Market-Oriented Technology Management* (Springer 2001), the popular title *The Conscious Manager: Zen for Decision Makers* (General Informatics 2003), and most recently a book on high-tech economic development, *The Technopolis Columns* (Palgrave 2006).

In addition to current appointments, he has held teaching, research, and management positions at the Universities of Aston and Birmingham in England, General Motors Research Laboratories, Market Research Corporation of America, the University of Texas at Austin, Oregon Graduate Institute of Science & Technology, SUNY Stony Brook, and Battelle-Pacific Northwest National Laboratories.

Dr. Phillips has been a consultant to such organizations as Intel, Texas Instruments, and Frito-Lay Inc., and has consulted worldwide on technology based regional development. He is a founder of the Austin Technology Council, and was also a Board member for the Software Association of Oregon. He is a popular op-ed columnist and panel member in forums dealing with trends in management, technology, higher education, and economic development.

Dr. Phillips attended The University of Texas and Tokyo Institute of Technology, earning the Ph.D. at Texas (1978) in mathematics and management science. Married to Sue Phillips since 1979 and with two grown daughters, Fred enjoys his mission as an educator. His avocational passions are aikido, Argentine tango, travel and writing.

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## **FRED YOUNG PHILLIPS, Ph.D.**

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### ***Expertise***

- *Successful leadership*, organization-building and research management experience in academe and industry.
- *Experience managing multinational researchers*, multidisciplinary projects, and alliances.
- *Academic authority*. More than sixty refereed academic publications; many articles and books for managers. Won and managed multi-million-dollar research grants from NSF, other agencies.
- *Effective communication* in many modes: journal articles, op-eds, web sites, trade magazines, public speaking.
- *Travel/business experience* in Europe, East Asia, Australia, Canada, South Pacific, Mexico, Caribbean, Peru, Brazil, parts of Africa. Language competence (rusty) in Spanish, French. Rudimentary Japanese.

### ***Education***

#### **University of Texas at Austin**

- Ph.D. Business Administration and Mathematics under Abraham Charnes, UT-Austin, 1978.
- B.A. Mathematics (minor in Computer Science), high honors, UT-Austin, 1972. φβκ, φκφ.

**Tokyo Kogyo Daigaku** (Tokyo Institute of Technology), *Kenkyusei*, 1975-76.

### ***Career Experience***

**SUNY-Stony Brook** 2011-present  
**Professor and Program Chair, Dept. of Technology & Society, College of Engineering & Applied Sciences**

**Alliant International University**, San Diego, California 2006-2007  
**Vice Provost for Research and Professor of Management**

- Responsible for rationalizing multi-campus IRBs, increasing faculty research output and quality.
- Professor of Management**, Marshall Goldsmith School of Management. 2006-2011

**Maastricht School of Management**, Maastricht, Netherlands 2004-2006  
**Associate Dean and Professor**

- Responsible for accreditation of school; MBA, doctoral, and research programs; strategic positioning; alliances in thirty outreach MBA locations. Won large grant from Limburg Province for China studies.
- Professor of Marketing, Entrepreneurship, and Research Methods** 2004-present

**Oregon Health & Science University**, Portland, OR 2004-06  
**Research Professor** (zero-time) 2001-04  
**Professor of Management and Head of the Department of Management in Science and Technology**

- Built M.S. program that Intel, Tektronix, IBM lauded as “best graduate management program in Oregon.”
- Launched highly successful Health Care Management certificate program for working professionals.
- Became preferred distance learning provider to American Electronics Association member companies.
- Built and won accreditation for distance learning program *U.S. News & World Report* (2001-02) listed in “Best of the Online Grad Programs.”
- Short stints (2001-02) as Visiting Professor at:
  - University of Hawai’i (Honolulu, HI). Taught MBA, Exec. MBA courses in MIS.
  - State University of New York (SUNY, Stony Brook, NY) Taught MOT M.S. course at Institute for Industrial Policy Studies, in cooperation with Seoul National University.

**Oregon Graduate Institute of Science and Technology (OGI)**, Portland, OR 1995-2001  
**Professor of Management and Head of the Department of Management**

- Bootstrapped new M.S. in Management program to three campuses, 250 students and financial stability.
- Started department’s funded research, executive education, entrepreneurship, distance learning programs.
- Helped guide OGI through its merger with Oregon Health & Science University.

**Battelle-Pacific Northwest Laboratories, Richland, WA**

**Affiliate Staff Scientist** (Courtesy appointment)

1995-2004

**The University of Texas at Austin**

1989-95

**Senior Research Fellow, IC<sup>2</sup> Institute**, 1984-present. **Research Director, IC<sup>2</sup> Institute**, 1989-95.

**Associate Director** (for Informatics Research), **Center for Cybernetic Studies** 1989-95

**Senior Lecturer, Departments of Marketing, Management Science/Information Systems, Economics** 1989-95

- Coordinated one hundred IC<sup>2</sup> Institute Fellows - including winners of the Nobel Prize, Von Neumann Medal, etc. - in many scientific fields.
- Co-P.I. on \$5 million in AFOSR grants for Japan Technology Management studies.
- Prominent roles in the "Austin Experiment" in technology-based economic growth, as teacher, speaker, researcher, author, and founder of organizations including the Austin Technology Council.
- Faculty member in one of top 10 Marketing departments in U.S. (U. of Texas at Austin), 1989-95.

**Market Research Corporation of America / MRCA Information Services, Stamford, CT**

**Vice President and member of the Management Committee**

1986-89

- Performed strategic industry and acquisition analyses.
- Created an MRCA consulting group, taking profit/loss responsibility. The Office of the Assistant Secretary of the Army called the group's analysis of recruiting and readiness issues "the most accurate and concise statement of our problem we have ever seen."
- Speaker, Advertising Research Foundation Leaders' Forum, 1988; Invited discussant, Royal Statistical Society, 1984; Invited speaker at The Conference Board, American Marketing Association.

**Director, Research, Product Development, and Quality Assurance**

1978-86

- Pioneer designer/developer of tools and concepts for market research (sampling and data analysis methods, computer packages, educational simulations) used by General Mills, Coca-Cola, Levi-Strauss, other Fortune 500 firms, including DYANA™, the industry's first interactive system for data-based consumer research.
- Directed marketing-oriented projects for Nabisco, Frito-Lay, Coca-Cola, Levi's, Burlington Mills and others.
- Technical troubleshooter for client accounts; saved over \$1 million in accounts from termination. Trained sales and service personnel.
- Authored and successfully evangelized quality control procedures and standards for all operations areas.

*Earlier Employment:* St. Edward's University; General Motors Research Laboratories; Universities of Aston and Birmingham (England); Underwriter's Laboratories, Inc.; Northwestern University.

**Academic and Career Honors**

- "On S-Curves and Tipping Points" named among *Science Direct's* "25 Hottest Articles" for 3Q 2007.
- "Sustainability of Regional Initiatives for Technology Entrepreneurship" selected among "25 Best Abstracts" of 2005, Best Paper Awards Program of the Gate2Growth Academic Network, Directorate General Enterprise of the European Commission under its 5th framework program.
- Ambar/Emerald Management Reviews Hall of Fame, 2004, for the article "Trading Down: The Intellectual Poverty of the New FTAs," *Technological Forecasting & Social Change*, 71-8, October 2004. Each year, Ambar reviews 20,000 articles from the top 400 management journals, and chooses 50 for the Hall of Fame.
- Research award from IAMOT, the International Association for Management of Technology, 2004.
- Nominated (by O.R. pioneer William W. Cooper) for Institute for Operations Research & Management Science (INFORMS) Expository Writing Prize, 2003.
- *Journal of Product Innovation Management* chose the article (Fred Phillips, Lyle Ochs, and Mike Schrock, "The Product is Dead; Long Live the Product-Service." *Research•Technology Management*, vol. 42, no. 4, July-August, 51-56) for favorable review as a highlight of the 1999 innovation literature.
- IC<sup>2</sup> Institute award for research in technology commercialization, 1996.
- Society of Actuaries Award for best paper in any of the Society's journals in 1996.
- Nominated for 1995 Ernst & Young Entrepreneur of the Year Award (Educator division).
- Member of worldwide teaching standards committee for Aikido Association of America.

**Professional Affiliations**

- INFORMS; AAAS; AoM; International Mgt. Development Assoc.; Western Regional Science Assoc.; Regional Science Assoc. International (RSAI); Western Decision Science Institute; Int'l Society for Systems Science. Formerly: AMA; Northwest International Business Educators Network; Information Industry Assoc.

### ***Juries, Review Panels***

- Juror, Balearic Innovation and Technology Park Design Competition, Mallorca, Spain, 1994.
- Curriculum review panel, SUNY Stony Brook, B.S. program in Technological Systems Studies, 2002.
- City Club of Portland task force evaluating Portland's \$200 million urban renewal agency, 2003-04.
- External tenure reviewer, George Mason University, 2005, Portland State U., 2005, U. of New Mexico, 2006.
- Economics and Management Panel 2009-11, Fundação para a Ciência e a Tecnologia, Portugal.
- Judge, ScientificBlogging.com University Science Writing Competition, 2010.

### ***Task Forces, Committees***

- OHSU task force on creation of biomedical engineering department; intellectual property committee, 2001.
- Task Force member, Economic Development Joint Boards Working Group, 2000. The Joint Boards (of the Oregon Economic Development Commission and the State Board of Higher Education) were created by Governor John Kitzhaber to explore joint efforts to aid Oregon's economic growth. The result was a Report to the Governor, *Building the Bonds of a Knowledge Economy*, that led to legislation enabling state universities to own equity in spin-off companies and appropriating funds for a revitalized state seed capital fund.

### ***Service Activities, Directorships***

- Board of Directors/Advisors of San Diego World Affairs Council, Alliances for Discovery, Cenquest Corp., The Software Quality Institute, Austin Software Council, Paradigm II Companies, CellData Corp., Software Association of Oregon, World Technopolis Association, Innovative Business Accelerator, Austin-Oita (Japan) Sister City Committee, others.
- Editor-in-Chief of *Technological Forecasting & Social Change*. Editorial board, Inderscience's *Int'l Jour. of Global Environmental Issues*, and *Jour. of Sustainable Technologies for Growing Economies*. Scientific Board, *Jour. Centrum Cathedra*.
- Mentor, Apprenticeships in Science & Engineering (for secondary school students), 2001, 2002.
- Head instructor and faculty advisor, OGI Aikido Club, 1995-2004.
- Organizing, Program, and Awards Committee (Chair), PICMET, the Portland International Conferences on Management of Engineering and Technology, 1997-2003.
- Occasional reviewer for *Technovation*, *Industrial Mktg Mgt.*, *Socio-Economic Planning Sciences*, *Internat'l Jour. of Innovation and Tech. Mgt.*, *African Jour. Bus. Mgt.*, *Systemic Practice & Action Res.*, *Jour. of Engineering and Technology Mgt.*, other journals.

### ***Selected Consulting***

- ***High Tech Regional Economic Development:*** US-EPA 2010-11; UNESCO; World Technopolis Association; Government of Costa Rica, County of Maui.; Taeduk Science City (Korea); PUC-Paraná, Brazil, and the city of Curitiba in Paraná state, 1994; Govern Balear, Spain, 1992.
- ***Research and Publishing:*** Elsevier's *Sci-Topics Pages*; Pontificia Universidad Católica del Perú, 2006-present; Fundação para a Ciência e a Tecnologia, Portugal, 2009-11.
- ***Higher Education:*** Cenquest, Inc.; Japan-America Institute of Management Science (JAIMS), Honolulu, 2002; Ministry of Education and Science (Albania), 2011; Escuela Superior Internacional, Guatemala, 2009; Mongolian University of Science and Technology, 2005.
- ***Market Research:*** Intel Corp., 1998, 2000; MRCA Information Services; Copaken, White & Blitt, Kansas City, MO, 1995; Sell-Thru Services, Austin, TX, 1992; HEB, San Antonio, TX, 1990; Intelliquest, Austin, TX, 1989-90; Millward-Brown, Naperville, IL, 1989-90; Ashton-Tate, Los Angeles, CA, 1989; Association of Home Appliance Manufacturers, Chicago, IL, 1979.
- ***Technology Commercialization:*** San Diego Zoo 2011; Science & Technology Policy Institute (STEPI), government of South Korea; Korea Research Council for Industrial Science and Technology; Office of the Chancellor, Oregon University System; Japan Research Institute (Sumitomo), industry incubation consortium, 1992-96; Atlas Telecomm, Portland, OR, 1993.

***Specialized Training:*** United Nations security training, 2010.

F. Y. Phillips  
PUBLICATIONS, PRESENTATIONS, AND WORKING PAPERS

*Refereed Publications and Acceptances*

1. F. Phillips, G.M. White and K.E. Haynes, "Extremal Approaches to Estimating Spatial Interaction". *Geographical Analysis*, Vol. 8, April, 1976, 185-200.
2. with A. Charnes and K.E. Haynes, "A 'Generalized Distance' Estimation Procedure for Intra-Urban Interaction". *Geographical Analysis*, July, 1976, 289-294.
3. with A. Charnes and F. Granot, "An Algorithm for Solving Interval Linear Programming Problems". *Operations Research*, Vol. 25, #4, July-Aug. 1977.
4. with A. Charnes and R.D. Armstrong, "Page Cuts for Integer Interval Linear Programming". *Discrete Applied Mathematics*, Vol. 1, #1,2, Sept. 1979, 1-14.
5. with K.E. Haynes and G.M. White, "A Market/Consumer Model of Residential Property Values: The airport-noise – land use problem". *Environment & Planning A*. Vol. 8, May 1976, 271-286.
6. with A. Charnes, K.E. Haynes and G.M. White, "Dual Extended Geometric Programming Problems and the Gravity Model". *Journal of Regional Science*, vol. 17, #1, 1977.
7. with K.E. Haynes and B. Solomon, "A Coal Industry Distribution Planning Model Under Environmental Constraints". *Economic Geography*, vol.59, #1, pp.52-65, Jan. 1983.
8. with K.E. Haynes, "Environment and Urban Housing: an Estimation Model". *East Lakes Geographer: Proceedings*, Akron, Ohio, 1979.
9. with K.E. Haynes and J. Mohrfeld, "The Entropies: Some Roots of Ambiguity". *Socio-Economic Planning Sciences*, May 1980.
10. with K.E. Haynes, "Constrained Minimum Discrimination Information: A Unifying Tool for Modeling Spatial and Individual Choice Behavior". *Environment and Planning A*, vol.14, pp.1341-1354, 1982.
11. with K.E. Haynes, "Minimum Information Methods and Individual Choice: Applications to Linear and Loglinear Regression and Competitive Spatial Interaction Models". In G.E. Lasker, ed., *Applied Systems and Cybernetics: Proceedings of the International Congress on Applied Systems Research and Cybernetics -- Vol. II, Systems Concepts, Models and Methodology*. Pergamon Press, New York, 1981.
12. with D.B. Learner, "Information-Theoretic Models for Controlled Forecasting in Marketing." In D.B. Montgomery and D.R. Wittink, eds., *Market Measurement and Analysis: Proceedings of the ORSA/TIMS Marketing Science Conference*, Marketing Science Institute, 1979.
13. with A. Charnes, W.W. Cooper and D.B. Learner, "A Theorem and Approach to Market Segmentation". In R. Leone, ed., *Market Measurement and Analysis: Proceedings of the Second ORSA/TIMS Marketing Science Conference*, The Institute of Management Sciences, Providence RI, 1980.
14. "Comment on Goodhardt, et al., 'The Dirichlet Model of Consumer Choice'". *The Journal of the Royal Statistical Society*, series A (general), vol. 147, part 5, 621-655, 1984.
15. with K.E. Haynes and B. Solomon, "Private Sector Decision Making in a Coal Industry Distribution Planning Model". In Wm. G. Vogt, ed., *Modeling and Simulation*, vol.13, 1059-1066. Instrument Soc. of America, 1982.
16. with A. Charnes, W.W. Cooper and D.B. Learner, "An MDI Model and an Algorithm for Composite Hypothesis Testing in Marketing". *Marketing Science*, Vol. 3, No. 1, winter 1984, 55-72.
17. A. Charnes, W.W. Cooper, D.B. Learner and F. Phillips, "Management Science and Marketing Management". invited paper, *Journal of Marketing*, Vol. 49, no.2, pp. 93-105, spring 1985.
18. F. Phillips, "Advanced DSS Design in Consumer and Marketing Research". *DSS'85: Fifth International Conference on Decision Support Systems*, 1985. Anthologized in R. Sprague and H. Watson, eds., *Decision Support Systems: Putting Theory into Practice*. Prentice-Hall, 1986. Adapted for case study at Ecole Des Hautes Etudes de Commerce, Montreal, 1987.
19. with B. Golany and M. Kress, "Estimating Purchase Frequency Distributions with Incomplete Data". *International Journal of Research in Marketing*. vol.3, pp.169-179, 1986.
20. with K.E. Haynes, "The Cost Constraint in the Maximum-Entropy Trip Distribution Model: A Research Note". *Geographical Analysis*, Vol. 19, No. 1, January 1987.

21. with D.B. Learner and J.J. Rousseau, "Managing Marketing Productivity: Mathematical and Computational Advances Allow Improved Management of Services Productivity, with Particular Application in Marketing." *Proceedings of the 41st ESOMAR Congress on Marketing Research, 1988.*
22. with B. Golany, D.B. Learner and J.J. Rousseau, "Efficiency and Effectiveness in Marketing Management". In B.-H. Ahn (ed.), *Asian-Pacific Operations Research: APORS '88* Elsevier Science Publishers B.V., 1990.
23. with D.B. Learner, "A. Charnes' Contributions to Marketing." in F. Phillips and J.J. Rousseau (eds.) *Systems and Management Science by Extremal Methods: Research Honoring Abraham Charnes at Age 70*, Kluwer Academic Publishers, Norwell MA, 1990.
24. F. Phillips and B. Golany, "A Heuristic for Estimating Densities from Data in Histogram Form". *Decision Sciences*, Vol. 21 No.4, pp.862-881, Fall 1990.
25. with B. Golany, D.B. Learner and J.J. Rousseau, "Managing Service Productivity". *Computers, Environment & Urban Systems*, Vol. 14 #2, 1990, 89-102.
26. with A.W. Donoho and R. Parsons, "Parallel Microcomputing for DEA". *Computers, Environment & Urban Systems*, Vol. 14 #2, 1990, 167-170.
27. with B. Golany and J.J. Rousseau, "Few-Wave vs. Continuous Consumer Panels: Some Issues of Attrition, Variance and Bias". *International Journal of Research in Marketing*, 8, 273-280, 1991.
28. Fred Phillips and John J. Rousseau, "Efficiency of a Computer Company's Sales Regions." In J.W. Frazier, B.J. Epstein, F.A. Schoolmaster III, and J.D. Lord (eds.), *Papers and Proceedings of the Applied Geography Conferences*, Volume 13, Association of American Geographers, 1990, 80-87.
29. B. Golany, F. Phillips and J.J. Rousseau, "Models for Improved Effectiveness Based on DEA Efficiency Results." *IIE (Institute of Industrial Engineers) Transactions*, Vol. 25, No.6, November, 1993.
30. with R.K. Srivastava and R.S. Springer, "Project Valuation and Scheduling with Recourse." in the refereed *Proceedings of PICMET'91*, the Portland International Conference on Management of Engineering and Technology (IEEE Engineering Management Society), October, 1991.
31. D.B. Learner and F.Y. Phillips, "Method and Progress in Management Science." *Socio-Economic Planning Sciences*, Vol. 27, No. 1, pp. 9-24, 1993.
32. with A. Charnes, W.W. Cooper, B. Golany, D.B. Learner, and J. J. Rousseau, "A Multiperiod Analysis of Market Segments and Brand Efficiency in the Competitive Carbonated Beverages Industry." in A. Charnes, W.W. Cooper, A.Y. Lewin and L. Seiford (eds.), *Data Envelopment Analysis: Theory, Methodology and Applications*, published by Kluwer Academic Publishers, Hingham, MA, in 1995 using the refereeing practices and standards of the journal *Management Science*.
33. F. Phillips, "Conditional Information Characterization of Brand Shifting in a Hierarchical Market Structure." *Journal of the Operational Research Society*, Vol.45, No.8, pp.901-915, 1994.
34. John Allison, W.W. Cooper, George Kozmetsky, and Fred Phillips, "Self-Policing and Reinforcement as Alternatives to Government Regulation for Quality Assurance in Research." *Accountability in Research: Policies and Quality Assurance*, Vol. 3, pp.137-145, 1993.
35. John Allison, W.W. Cooper, George Kozmetsky, and Fred Phillips, "Comprehensive Audits for Use in Evaluating Scientific Research." *Accountability in Research: Policies and Quality Assurance*, Vol. 3, pp.1-9, 1993.
36. G. Kozmetsky, S. Thore and F. Phillips, "DEA of Financial Statements Data: The U.S. Computer Industry." *Journal of Productivity Analysis*, Vol.5, No.3, pp.229-248, 1994.
37. with B. Golany and J.J. Rousseau, "Optimal Design of Syndicated Panels." *European Journal of Operations Research* 87 (1995) 148-165.
38. P. Brockett, A. Charnes, W.W. Cooper, D.B. Learner and F. Phillips, "Marketing Research Unification by Information Theoretic Methods." *European Journal of Operational Research*, Vol. 84, pp.310-329, 1995.
39. with S. Thore, G. Kozmetsky, T. Ruefli, and P. Yue, "DEA and the Management of the Product Cycle: the U.S. Computer Industry." *Computers and Operations Research*, Vol. 23, No.4, 341-356, 1995.
40. P. Brockett, S.H. Cox, B. Golany, F. Phillips and Y. Song, "Actuarial Use of Grouped Data: An Information Theoretic Approach to Incorporating Secondary Data." *The Transactions of the Society of Actuaries*, Vol. 47, 1996.
41. F. Phillips and N. Kim, "Implications of Chaos Research for New Product Forecasting." *Technological Forecasting and Social Change*, Volume 53, Issue 3, 1996, 239-261.
42. K.E. Haynes, Fred Y. Phillips, L. Qiangsheng, N.S. Pandit and C.R. Arieira, "Managing Investments in Emerging Technologies: The Case of IVHS/ITS." *ITS Journal*, 1996, Vol. 3, No. 1, pp.21-47.

43. Fred Phillips, Andrew Donoho, William Keep, Walter Mayberry, John M. McCann, Karen Shapiro, and David Smith, "Electronically Connecting Retailers and Customers: Summary of an Expert Roundtable." *Journal of Shopping Center Research* 4:2 Fall/Winter 1997, 63-94.
44. Fred Phillips, Lyle Ochs, and Mike Schrock, "The Product is Dead!". *PICMET '97*, Proceedings of the Portland International Conference on Management of Engineering and Technology, July, 1997.
45. Jun Kamo and Fred Phillips, "The Evolutionary Organization as a Complex Adaptive System." *PICMET '97*, Proceedings of the Portland International Conference on Management of Engineering and Technology, July, 1997.
46. F. Phillips, "University-Industry Partnerships in Management Research." *Technological Forecasting & Social Change* 57:3, March, 1998, pp.257-260.
47. Fred Phillips, Lyle Ochs, and Mike Schrock, "The Product is Dead; Long Live the Product-Service." *Research•Technology Management*, vol. 42, no. 4, July-August, 51-56, 1999.
48. F. Phillips, "A Method for Detecting a Shift in a Trend" *PICMET '99*, Proceedings of the Portland International Conference on Management of Engineering & Technology, Portland State University, Portland, Oregon. July, 1999.
49. F. Phillips and S. Tuladhar, "Measures of Organizational Flexibility." *Technological Forecasting & Social Change* 64/1, May 2000, 23-38.
50. L. Delcambre, T. Tolle, D. Maier, F. Phillips, P. Toccalino, N. Steckler, M. Koch, L. Shapiro, E. Landis, B. Banga, S. Bowers, J. Brewster, A. Gutema, W. Howe, S. Murthy, J. Norman, R. Tummala, M. Weaver, and K. Zillman. 2003. "Harvesting Information to Sustain our Forests." *Communications of the ACM*. 46(1):38-39.
51. Lois Delcambre, Fred Phillips and Mathew Weaver, "Knowledge Management: A Re-Assessment and Case." *Knowledge, Technology & Policy*, 17:3, 2005.
52. F. Phillips, "New Directions for Technology-Based Economic Development: Evidence from Austin, Portland, and Beyond." in E. Kaynak and T. Harcar (eds.) *Advances in Global Management Development* (Proceedings of the 2004 Congress of the International Management Development Association), Maastricht, 2004, pp. 677-684.
53. F. Phillips, "25 Years of Data Envelopment Analysis." *International Journal of Information Technology and Decision Making*, Vol. 4, Issue 3, September, 2005, 317-323.
54. F. Phillips, "The Techno-Management Imagination." Proceedings of the PICMET Conferences, Portland International Conference on Management of Engineering and Technology, Portland, Oregon, 2005.
55. F. Phillips, "Technology and the Management Imagination." *Pragmatics & Cognition*, 13:3, 533-565, 2005.
56. F. Phillips, "Toward an Intellectual and Theoretical Foundation for 'Shared Prosperity.'" *Systemic Practice and Action Research*, 18:6, December, 2005, pp. 547-568.
57. F. Phillips and L. Seiford, "IFORS Operational Research Hall of Fame: Abraham Charnes." *International Transactions in Operational Research* 13:3, May, 2006, 273-77.
58. F. Phillips, "On S-curves and Tipping Points." *Tech. Forecasting & Social Change*, 74(6), July 2007, 715-730.
59. F. Phillips, "Change in socio-technical systems: Researching the Multis, the Biggers, and the More Connecteds." *Technological Forecasting & Social Change*, 75(5), June 2008, 721-734.
60. F. Phillips, "The Godfathers: Characteristics and Roles of Central Individuals in the Transformation of Techno-Regions." *Journal of Centrum Cathedra*, 1(2): 12-27, 2008.
61. F. Phillips and Y.-S. Su, Advances in evolution and genetics: Implications for technology strategy, *Technol. Forecast. Soc. Change* 76(5): 597-607, 2009.
62. F. Phillips, "Zen and Management Education." *Journal of Centrum Cathedra*, 1(4) September 2009.
63. F. Phillips, "Inter-institutional Relationships and Emergency Management." *International Journal of Society Systems Science*, Vol. 3, No.1/2 2011 pp. 40 - 57.
64. F. Phillips, "Social Capital, Social Engineering, and the Technopolis." Accepted, *Technopolis Review*, World Technopolis Association, Daejeon, Korea, fall 2010.
65. P. Limprayoon and F. Phillips, "Corporate vs. Social Attitudes toward Environmental Externalities." Accepted, *Int'l. Jour. Global Environmental Issues*, June, 2010.
66. Mei-Chih Hu and F. Phillips, Technological evolution and interdependence in China's emerging biofuel industry. *Technological Forecasting & Social Change*, 78(7), in press, doi:10.1016/j.techfore.2011.02.013.
67. F. Phillips, The state of technological and social change: Impressions. *Technological Forecasting & Social Change*. Volume 78, Issue 6, July 2011, Pages 1072-1078
68. F. Phillips, "Chaos, Strategy, and Action: How not to fiddle while Rome burns." Presented at PICMET'09, Portland, August 2009; accepted *International Journal of Innovation and Technology Management*, June 2011.

1. B.-F. Wang and F. Phillips, "Measuring Materialism and Ostentation: A revalidation of scales from the literature, among ethnic Chinese in China, Taiwan, and Singapore" Submitted to *Consumers, Markets, and Culture*, December 2009.
2. F. Phillips, G. George Hwang, and Pornpimol Limprayoon, "Inflection Points and Industry Change: Was Andy Grove Right After All?" Presented at INFORMS, October 2009; submitted to *Technology Analysis & Strategic Management*, April 2010.

*Articles in preparation*

1. Fajardo, Pereyra, and Phillips, "A new approach to technological transitions."

*Books Authored*

1. F. Phillips, *Market-Oriented Technology Management: Innovating for Profit in Entrepreneurial Times*. Springer-Verlag, Heidelberg, 2001.
2. F. Phillips, *The Conscious Manager: Zen for Decision Makers*. General Informatics, Beaverton, OR, 2003.
3. F. Phillips, *Social Culture and High Tech Economic Development: The Technopolis Columns*. Palgrave Macmillan, London, 2006.

*Books Edited*

1. F. Phillips and J.J. Rousseau (eds.) *Systems and Management Science by Extremal Methods: Research Honoring Abraham Charnes at Age 70*, Kluwer Academic Publishers, Norwell MA, 1992.
2. F. Phillips (ed.), *Concurrent Life Cycle Management: Manufacturing, MIS and Marketing Perspectives*. IC<sup>2</sup> Institute of the University of Texas at Austin, 1990.
3. F. Phillips (ed.), *Thinkwork: Working, Learning and Managing in a Computer-Interactive Society*. Praeger, Westport, Conn., 1992.
4. S. El-Badry, H. Lopez-Cepero, and F. Phillips, (eds.), *US-Japan Shared Progress in Technology Management and Technology Policy*. IC<sup>2</sup> /JIMT monograph #2, 1994.
5. W.W. Cooper, D.V. Gibson, F. Phillips, and S. Thore (eds.), *IMPACT: How IC<sup>2</sup> Research Affects Public Policy and Business Practices*. Greenwood (Quorum Books), Westport, Conn., 1997.
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3. F. Phillips and Chirag Desai (eds.), *New Software Technologies*. IC<sup>2</sup> Institute, 1993.
4. Robert Culbertson and F. Phillips (eds.), *ElectroComm '94: A Conference on Electronic Commerce*. IC<sup>2</sup>

Institute, 1995.

5. H. Curtis, W. Lopez, and F. Phillips (eds.), *The Asian Flat Panel Display: Technology and Strategy - Proceedings of a University-Industry Workshop, Portland, 1996*. Oregon Graduate Institute, 1996.
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8. Fred Phillips, and Beau Erken (eds) *Proceedings of the MsM Partners' Conference 2007*. Maastricht School of Management, June, 2007.
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5. "The Regional Impact of an Environmental Policy: Pollution Abatement on the Hudson, the Refuse Act of 1899". In K.E. Haynes and J.E. Hazleton, *Establishment of Operational Guidelines for Texas Coastal Zone Management*. LBJ School of Public Affairs, Austin, 1973.
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9. with B. Golany, "A Maximum-Entropy Based Heuristic for Density Estimation from Data in Histogram Form." in F.Y. Phillips (ed.), *Concurrent Life Cycle Management: Manufacturing, MIS and Marketing Perspectives*. IC2 Institute of the University of Texas at Austin, 1990.
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7. F. Phillips and Travis Hoppe, "White Paper on Building a U.S. Environmental Industry." IC<sup>2</sup> Institute, University of Texas at Austin, 1994.
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9. Clyde Doctor, Marilynne Albers, Anne Marie Claire, Lynne Coward, Vern Faatz, Paul Fellner; Wade Fickler, Liv-Elsa Jenssen, Kurt Krause, David Mandell, Paul Manson, Paul Meyer, Fred Phillips and Sue Thomas, *The Portland Development Commission: Governance, Structure, and Process*. City Club of Portland Bulletin, Vol. 86, No. 34, January 21, 2005.

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3. "The Mind of the Warrior: Perceptions of U.S. Elite Forces in Popular Culture and in the Regular Forces". *Aikido Today* - Journal of the Aikido Association of America. 4Q1986 and 1Q1987, in two parts.
4. "Marketing Productivity". Newsletter of the Austin Chapter of the American Marketing Association, 1987.
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2. F. Phillips, "Some Good Reasons for Faith in the Market." *Technological Forecasting & Social Change*, 60, 95-96, 1999.
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2. with K.E. Haynes and B. Solomon, "The Utility of Multiple-Objective Optimizations in Energy Facility Siting". Regional Science Association 13th annual meeting, Cincinnati, May 1981.
3. with A. Charnes, W.W. Cooper, N. Eechambadi and D.B. Learner, "Toward Managing the Marketing Mix with Data Envelopment Analysis". TIMS Marketing Science Conference, U. of Chicago, March 1984.
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5. with A. Charnes, W.W. Cooper, B. Golany and D.B. Learner, "A Data Envelopment Analysis of High-Turnover and Low-Turnover Consumer Products in Competitive Markets". TIMS International Meeting,

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6. with B. Golany, D.B. Learner and J.J. Rousseau, "Managing for Efficiency and Effectiveness: An Illustrative Example from Marketing". *APORS '88: First Conference of the Association of Asian-Pacific Operational Research Societies within IFORS*, Seoul, August, 1988.
7. with B. Golany and J.J. Rousseau, "A DEA-Based Approach to Productivity Analysis". 13th International Symposium on Mathematical Programming, Tokyo, August, 1988.
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9. "State of Concurrent Life Cycle Research." CAM-I Program on Product Optimization, Arlington, TX, May 1990.
10. "Enhancing Productivity in the Service Sector." University of Oklahoma, Economic Development Institute, August 1990.
11. with Rajesh Subramaniam, "Nonparametric Piecewise Linear Regression and the Famous Polyvinyl Chloride Learning Curve." ORSA/TIMS national meeting, Philadelphia, 1990.
12. with David Huff, "America's Most Entrepreneurial Cities: Data Envelopment Re-Analysis of the *Inc.* Magazine Data." ORSA/TIMS national meeting, Philadelphia, 1990.
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15. with John Allison, W.W. Cooper and George Kozmetsky, "Self-Policing and Reinforcement as Alternatives to Government Regulation for Quality Assurance in Research." Third Conference on Research Policies and Quality Assurance, Baltimore, Maryland, May, 1993.
16. with J.P. Hsu and J. Gervais, "Summary Report on the International Workshop on Concurrent Engineering Design." 2nd International Conference on Manufacturing Technology in Hong Kong, Hong Kong, December, 1993.
17. F. Phillips and A. Lanctot, "Lessons Learned from the Japan Management Program." 38th Annual Meeting of the International Society for the Systems Sciences, Pacific Grove, June, 1994.
18. F. Phillips and N. Kim, "Chaos: Implications for Best Practice in New Product Research and Management." presented at the Wharton School Conference on Innovation in New Product Development, Philadelphia, May, 1995.
19. F. Phillips, D. Kubala, and T. Farrell, "Technology Appraisal." Presented at the 13th National Research Development Organizations (NRDO) Conference, Seoul, June, 1995.
20. Takao Terano, Jun Kamo, and F. Phillips, "Characterizing Business Organization through the Concepts of Complex Adaptive Systems." 7th Annual Workshop on Computational and Mathematical Organization Theory, May 3-4, 1997, San Diego.
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24. Jonathan Bard, Boaz Golany and Fred Phillips, "Bubble Planning and the Mathematics of Consortia." Third International Conference On Technology Policy and Innovation, Austin, Texas, September, 1999.
25. F. Phillips, "Three Unpopular Truths." Opening talk at Symposium/Workshop On Technology Entrepreneurship For Economic Growth And Quality Of Life in Oregon and Southern Washington, Portland, October, 1999.
26. F. Phillips, "The Austin Experience." Plenary panel at National Association of State Seed and Venture Funds, Austin, November 1999.
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30. Balbinder Banga, Lois Delcambre, Eric Landis, Fred Phillips, Tim Tolle, "Gathering User Needs: A Case Study on the Process Used to Gather User Needs for the Adaptive Management Area's Forestry Portal." Information Resources Management Association conference, Philadelphia, May, 2003.
31. F. Phillips, "Trading Down: The Intellectual Poverty of the New Free Trade Agreements." 7th Conference on Technology Policy & Innovation, Monterrey, Mexico, June, 2003.
32. F. Phillips, "Clusters Are Not Enough." Portland International Conference on Management of Engineering and Technology, Portland, July 2003. Panel presentation.
33. F. Phillips, "New Directions in Technology Forecasting and Assessment." Portland International Conference on Management of Engineering and Technology, Portland, July 2003. Panel presentation.
34. F. Phillips, "Sustainability of Regional Initiatives for Technology Entrepreneurship." EFMD 35th EISB Conference "Sustaining the Entrepreneurial Spirit over Time," Barcelona, September 12-14, 2005.
35. F. Phillips and J. Limprayoon, "America's Business-Government Relationship: Prologue to a Research Program. Maastricht School of Management Partners' Conference 2007.
36. F. Phillips, "Inter-institutional Relationships in a Shrinking World." Maastricht School of Management Partners' Conference 2008.
37. F. Phillips, "Scirus Topic Pages: New Publication Opportunities for INFORMS Members." Presented at INFORMS, Washington DC, October 2008.

## **FRED YOUNG PHILLIPS**

### *Teaching and Degree Supervision*

#### Undergraduate:

Current Issues in Business Economics (University of Texas at Austin )  
Quantitative Methods in Management (St. Edwards University )

#### Honors (upper division U.T. "Plan II") Undergraduate:

Member of teaching team for course "The Subtlety of Nature: Predictability and Chaos."  
Other team members were Ilya Prigogine, Bob Herman, and Betty Sue Flowers.

#### Master's level (\* Designed and taught these new courses):

Introduction to Computing*	Quantitative Methods in Management
Production and Operations Management	Managing the Product Cycle*
Management Science	Special Studies in Management
Special Studies in Marketing	Technology Management*
International Mgt. in Science & Technology	Market Research
Software Commercialization*	Ethics & Social Issues in Management
Management Information Systems	Marketing Management
Incubator Lab-Marketing Advanced Technology*	Systems Thinking
Seminar in Business and Social Systems	Leadership (2009)

#### Doctoral:

Special Studies in Marketing	Intercultural Technology Transfer
Research Methods	Dissertation Process
Technological Creativity & Innovation	Business and Social Systems

#### Industrial/Professional/Executive Training:

SAS and Multivariate Statistics (MRCA Information Services).  
Data Analysis and Marketing Decisionmaking Issues (Levi-Strauss; others).  
The Service Sector and Economic Development (1990, through Continuing  
Education Offices of Indiana University and the University of Oklahoma).  
Technology and the New Economic Order (US Army Senior Service College)  
Technology Management (UT-Austin Graduate School of Business)  
Entrepreneurship as Program Management  
Japanese and US New Product Development (UT-Austin IC<sup>2</sup> Institute)  
Globalization and the WTO (at OGI) and others

#### Courses I would like to develop and teach:

Business Models  
Institutions and Society  
Technology, Entrepreneurship and Regional Economic Development  
Making Decisions

### ***Teaching testimonials***

- A review (in the newsletter of the Software Association of Oregon) of my book *The Conscious Manager*: “If you’ve ever had the chance to be in Fred’s classroom, as I have, you’ll find the same approach here: intelligent, conversational, challenging.”
- A comment from a student in 2002: “Many thanks for the course. And my compliments on your performance: other than a few technical glitches and some other minor drawbacks, the course was very well organized. A pleasant change from many other courses we take. And you handled all complaints, challenges and difficult situations most admirably.”
- In 2004: “I have found your patient teaching methods of eminent value and have gained much from your (at times stoic) understanding manner... As you know starting up at 49 was an effort (to say the least!) and I believe that your instruction has been instrumental in allowing me to come as far as I have in this short time. It takes a very advanced teacher to know how to generate the appropriate energies for a room full of individuals to prosper at their respective paces, in their own space and style... I would like to thank you for your efforts, patience and creative training.”
- From 2005: “I wish to express my delight in the Market Research course work. I remain fully indebted to your effort. I have been recently recruited at the AC Nielsen Company. Your [teaching] will continue to play a part in my new challenges.”
- 8/8/08: “Dear Professor: I would like to thank you for being my chair and assist me to get through until today. I deeply appreciate your kind support and assistance as always. You know, several students are jealous of me that I have you to be my chair. I’m really proud of that.”
- Spring ’08: “Great class. It’s tough to make this course exciting.” “Excellent course. Dr. Phillips did an outstanding job. Thanks for sharing your extensive knowledge and experience. Look forward to working with you in the future.”
- From: Dr. Herbert Baker, Program Director, May 1, 2008: “Fred: Many, many thanks for your excellent presentation at our Professional Practice Meeting last evening! I heard many complimentary comments. Our preparation for professional practice requires, in addition to a thorough grounding in theory and research, just the kind of combined expanded thinking and self-awareness that were exemplified in your presentation. It was obvious you had the material that would make a great half-day workshop, which I hope you will consider for the future. I, personally, was delighted with the content of your presentation, while being challenged to rededicate my efforts. Thank you again for your contribution to our Program.”
- May 06, 2008 Our distinguished Dr. Phillips, MILLION THANKS for teaching me such valuable lesson! And, if you ever need voluntary research assistant or SPSS assistance, please do let me know, dearest Dr. Phillips! Again, words CAN NOT EXPRESS MY GRATITUDE AT ALL!! To an outstanding dean and a great inspiration: YOU!!! Million thanks and bestest from your Number 1 fan, Irene

### ***Degree Committees and Supervisions***

- Many Master’s degree supervisions.
- Doctoral committees at University of Texas at Austin
  - Naras Eechambadi, *Applications of Data Envelopment Analysis in Marketing*, 1987.
  - Jeff Amos, *Agile Manufacturing in Aerospace*, 1994.
- Doctoral supervisions at Maastricht School of Management
  - Vanessa Borg, *Stewardship as a Management Principle in the Hospitality Industry*
  - Jaime Mujica Oviedo, *Entrepreneurial success factors in the Peruvian context*
  - Rolando Liendo, *A framework for the start-up of software exports by small Peruvian software companies*
  - David Dingli, *Manufacturing competence in Malta: impact on business performance and competitiveness*
  - Alejandro Antonioli, *Model to assign the right academic fees according to family socio-economic situation*
  - Flavio Rodriguez Robles, *An Empirical Assessment of the Relationships among Marketing Orientation, Strategic Flexibility, and Performance*
  - María Gabriela Lock Gallegos, *Determinants of Innovation Leadership among Peruvian Firms*
  - Frans Chircop, *Analyzing the socio-economic impact of restructuring on Malta’s accession in the EU*
  - Eko Infradjit Wrijonoputro, *Accelerating the Adoption of Electronic Government Through Public-Private Partnerships: The Case of Indonesia*
  - Poltak Nababan, *Business Transformation: Impact of Culture on e-banking diffusion*
  - Nga Pham, *A paradigm shift in public management training for urban management: The case of Vietnam*
- Doctoral supervisions at Marshall Goldsmith School of Management at Alliant International University
  - Pornpimol “Joy” Limprayoon, *Trends in Corporate and Social Attitudes toward the Treatment of Public Resources, the Environment, and Externalities*, 2009.
  - Bing Fei “Edwin” Wang, *Changing Consumer Cognition in China*, 2010.

GRANTS and CONTRACTS as P.I. or co-P.I.

2006 **Province of Limburg**. €100,000 for Limburg-China Expert Center, with follow-ons for expected total funding of €1M.

1997, 1999, 2000, 2003, 2004 **CIBER** (University of Washington). \$500-\$3,000 each

- International collaboration in online education in technology management.
- Benchmarking worldwide technopolis development.
- World Trade Organization impact on technopolis.
- Teaching modules for The Conscious Manager: Zen for Decision Makers
- Further module development for Zen decision making.

2002 **City of Beaverton** \$2500. Report on city investments in new business incubators.

2000 **NSF**, \$800,000 / 3 years, Grant No. 9983518. Advanced web portal technology for US Forest Service.

2000 **Nieman Foundation** \$26,000/ 1 year. With Technion (Haifa) and IC<sup>2</sup> Institute of University of Texas at Austin. Optimal consortium formation, budgeting.

2000 **Office of the Chancellor, Oregon University System**. \$5,000. University-connected new business incubators.

1999 **Washington-Multnomah Counties Regional Strategies Program**. \$40,000. "Enhanced Economic Development In The Portland Region Through Technological Entrepreneurship,"

1997 **International Council of Shopping Centers Educational Foundation**. \$9500 / 1 year. Electronic Retailing.

1997 **US Display Consortium** / DARPA. \$50,000/ 2years. Study international competitiveness of US display industry.

1995 **Air Force Office of Scientific Research (AFOSR)**. \$2,600,000. Continuation of study of Japanese technology management methods.

1992 **AFOSR**. \$2,600,000. Japanese technology management methods.

1991 **Japan External Trade Organization (JETRO)**, \$6,000. "A U.S. Proposal to Japan on Technology Policy."

1990 **NSF** \$75,000. "Concurrent Engineering Design."

1990 Software grant from **Mapping Information Systems Inc.**, \$1500

1989 **Department of Defense**, \$110,000. "Executive Information System for Policy Evaluation."

1975 **Toyota** Fellowship for Economics Research. \$5,000.

1967 **National Science Foundation** Fellowship in Industrial Engineering. \$1,200.

REFERENCES for Dr. Fred Phillips

- **Dr. Neil Berglund** cell 360-903-9233, [neil@nwtgc.com](mailto:neil@nwtgc.com), 3135 NW Lacamas Drive, Camas, WA 98607. After careers at Northern Telecom, Intel, and JDS Uniphase, Dr. Berglund founded Ateq Corp. and many other venture-funded high technology companies. He served as head of the electrical engineering department at Oregon Graduate Institute of Science & Technology, and also holds a faculty appointment at Stanford University.
- **Prof. W.W. Cooper.** The Foster Parker Centennial Professor Emeritus of Finance and Management, MSIS Department, Red McCombs School of Business, University of Texas at Austin, Austin, TX 78712. Bill Cooper is a founder and early pioneer of the operations research profession and a lifelong collaborator of my late mentor, National Medal of Technology winner George Kozmetsky. Bill recently rose again to media prominence after the release of the film "A Beautiful Mind"; Bill had been Jon Nash's teacher at Carnegie Tech. Bill Cooper was founding Dean of the School of Urban and Public Affairs (SUPA) at Carnegie-Mellon. Bill is a winner of the Von Neumann Medal for his contributions to operations research. [cooperw@mail.utexas.edu](mailto:cooperw@mail.utexas.edu) , 512-471-1822.
- **Dr. Kingsley E. Haynes**, former Dean, School of Public Policy, George Mason University, 4400 University Drive, MS3C6, Fairfax, VA 22030. 703-993-2280, [khaynes@gmu.edu](mailto:khaynes@gmu.edu). Dr. Haynes is former Dean of Graduate Studies at GMU, and former President of the Western Regional Science Association.
- **Prof. Dundar Kocaoglu**, Head of the Department of Engineering & Technology Management, Portland State University, Chairman of the Portland International Conferences on Management of Engineering and Technology (PICMET), and former Editor-in-Chief of *IEEE Transactions on Engineering Management*: [kocaoglu@etm.pdx.edu](mailto:kocaoglu@etm.pdx.edu) . Tel. 503-725-4660; Fax 503-725-4667. Department of Engineering & Technology Management, Portland State University, PO Box 751, Portland, OR 97207-0751
- **Dr. Hal Linstone**, Editor-in-Chief Emeritus, *Technological Forecasting & Social Change*, and former head of the systems science program at Portland State University. [linstoneh@aol.com](mailto:linstoneh@aol.com), 760-340-9135.
- **Dr. Alvin Tong**, Executive Vice President (retired), Acer Computer, Taiwan. 503-641-1913; [tongalvin@comcast.net](mailto:tongalvin@comcast.net).
- **Dr. Ronald Tuninga**, Former Director-Dean, Maastricht School of Management, the Netherlands. Now Director of the Amsterdam-Leuven MBA program and Professor at Open University of the Netherlands [tuninga@xs4all.nl](mailto:tuninga@xs4all.nl) .
- **Dr. Patrick Brockett**, Gus Wortham Memorial Chair in Risk Management and Insurance, University of Texas at Austin. [brockett@mail.utexas.edu](mailto:brockett@mail.utexas.edu). 512 471 6816 or 512 471 3322.
- **Dr. Dale Weight**, [dweight@willamette.edu](mailto:dweight@willamette.edu) or [GDWCKW@aol.com](mailto:GDWCKW@aol.com). 14130 Kimberly Circle, Lake Oswego OR 97035, tel. 503-629-2029. Dale is Dean Emeritus of the Atkinson Graduate School of Management at Willamette University, and was formerly chair of the Oregon State Board of Education and board member of the Federal Reserve Bank of San Francisco.

# The University of Texas at Austin

has conferred on

**Fred Young Phillips**

the degree of

**Doctor of Philosophy**

and all the rights and privileges thereto appertaining.

In Witness Whereof, this diploma duly signed has been issued and the seal of the University affixed.

Passed by the Board of Regents upon Recommendation of the Faculty  
on this twenty-third day of December, A.D. 1978.

*Alan Shivers*

Chairman, Board of Regents

*Ed Walker*

Chancellor, The University of Texas System



*Loren L. Rogers*

President

*William C. Lieb*

Dean