

MEMBERS OF THE COMMITTEE ON THE STATUS & FUTURE OF FEDERAL E-RULEMAKING

**WILLIAM Y. ARMS**

Bill Arms has an educational background in mathematics and operational research, but his career has focused on applying computing to academic activities, notably educational computing, computer networks, and digital libraries. He currently is Professor of Computer Science at Cornell University and in previous years, has served as Co-Director of the Information Science Program at Cornell. In addition, he has served as Adviser on Principles of the Law of Software Contracts for the American Law Institute since 1994, Director of eCornell since 2000, and has been a member of the ERIC Steering Committee since 2004. His experience includes a period at the British Open University, where his research team developed some of the first computer science courses for distance education. Professor Arms has also served as head of university computing at Dartmouth College and Carnegie Mellon University for several years, when these universities were pioneering campus-wide networking and distributed computing. He holds a Ph.D. in Operational Research from the University of Sussex, England, a Master's of Science degree in Operational Research from the London School of Economics, and a B.A. in Mathematics from Oxford University, England.

**GARY D. BASS**

Gary D. Bass is the Founder and Executive Director of OMB Watch. He was recently selected as one of the *Nonprofit Times* Power and Influence Top 50. In 1989, he created RTK NET (the Right-to-Know Network), a free online computer service to provide community groups with access to government data. During 1995, Dr. Bass led OMB Watch in challenging a number of provisions in the Contract with America. Prior to founding OMB Watch, he was President of the Human Services Information Center, where he wrote two books and numerous articles on human services issues, and published the Human Services *INSIDER*, a bimonthly newsletter on the politics of federal human services program. He has also served as Director of Liaison for the International Year of Disabled Persons, Consultant on several projects in special education and the mental health of children and youth, including the preparation of the first annual report to Congress on the implementation of the Education of All Handicapped Children Act (P.L. 94-142), and Special Assistant to Wilbur Cohen, then chair of the Michigan Governor's Task Force on the Investigation and Prevention of Abuse in Residential Institutions. He received a combined doctorate in psychology and education from the University of Michigan, along with the University's highest award for graduate student teaching and several awards for academic excellence.

**BARBARA H. BRANDON**

Barbara Brandon is the Faculty Services Librarian at the University of Miami School of Law. She has a J.D. from the University of Pittsburgh School of Law, an L.L.M from the Harvard Law School and a MLS from the University of Pittsburgh. She practiced environmental law at the federal and state level for over twenty-five years including both suing and defending EPA rulemakings while working for the Justice Department during the Carter Administration. A close observer of the federal e-rulemaking project since its inception, she has written several articles on electronic rulemaking and has assessed the progress of regulations.gov in various public and professional fora, including a December 2005 symposium sponsored by the House Judiciary Committee. At present she serves on the National Government Relations Committee for the American Association of Law Librarians.

**THOMAS R. BRUCE**

Tom Bruce is co-founder of the Legal Information Institute (LII), the first legal website. Started in 1992, LII promotes worldwide, free public access to law via the Internet. The site continues to be a pre-eminent "law-not-com" publisher of legal information. It is the most linked-to legal resource on the

Internet and has been the recipient of numerous awards, including being named “best legal research website” by *law.com* in 2000 and 2001 (the only two years in which the ratings were offered). Mr. Bruce, along with his co-founder Peter Martin, were finalists for the World Technology Award in Law in 2002. Together with Martin, he created a number of “firsts:” the first Gopher server offering legal information (1992); first Web server offering legal information (Title 17 of the US Code, also in 1992); first Web source of Supreme Court opinions (1993) and of the US Code in its entirety (1994). They also developed the first Web-browsing software for Microsoft Windows (Cello, in 1992-3), recognizing that access to legal information depended not only on electronic publishing but on software infrastructure that would put it within reach of the public. Mr. Bruce received a M.F.A. from the Yale School of Drama and a B.A. from Yale College.

### **ROBERT CARLITZ**

Bob Carlitz is the founder and Executive Director of Information Renaissance, a non-profit organization that seeks to facilitate public involvement in government policy-making via the Internet. He trained as a theoretical physicist, with a B.S. from Duke University and a Ph.D. from the California Institute of Technology. He has taught at the University of Chicago and the University of Pittsburgh and published numerous research papers on elementary particle physics. An early user of the Internet, Dr. Carlitz developed a project to connect the Pittsburgh Public Schools to the net, which became one of the National Science Foundation's testbeds for school networking. This project, and its extensions to involve community centers and library resources, led to the establishment of Information Renaissance. Information Renaissance provided the first applications of cable modems in Pittsburgh, established DSL links to schools years before the technology was available for broad commercial use and set up a high-speed wireless network for the use of non-profit community groups. It also pioneered the use of online dialogue for national policy discussions and established the first electronic docket for a federal rulemaking. In recent years Information Renaissance has developed a parallel system to FDMS that tracks problems with the government resource and field tests possible solutions.

### **DANIEL J. CHENOK**

Dan Chenok is Vice President & Director for Business Solutions and Offerings at SRA International, Inc., where he has corporate responsibility for developing and managing SRA's offerings and solutions across the company's three business sectors: Civil, Defense, and Command and Control, Communications and Intelligence (C3I). Before joining SRA in January 2004, Chenok served as the branch chief for information policy and technology in the Office of Management and Budget (OMB). In addition, he advised senior White House officials on major policy decisions and worked closely with the Federal Chief Information Officer (CIO) Council and other interagency groups to coordinate federal actions in information policy and IT. His prior experience includes assistant branch chief for human resources and housing in OMB's Office of Information and Regulatory Affairs (OIRA), where he managed regulatory and information policy for the Departments of Education, Labor, Health & Human Services, and Housing & Urban Development, and served as OIRA's lead for state and local regulatory issues. Chenok won numerous OMB awards, including the Distinguished Service award, which is the agency's highest honor. In 2006, he was appointed as Chair of the National Institute of Standards and Technology's (NIST's) Information Security and Privacy Advisory Board (ISPAB), which advises NIST and OMB and reports to congressional committees. Mr. Chenok received his Master of Public Policy from the Harvard University John F. Kennedy School of Government and his B.A. from Columbia University.

### **CARY COGLIANESE**

Cary Coglianese is the Edward B. Shils Professor of Law and Professor of Political Science at the University of Pennsylvania, where he directs the Penn Program on Regulation. Coglianese's research focuses on issues of regulation and administrative law, with a particular emphasis on the empirical evaluation of alternative regulatory strategies and the role of disputing and negotiation in regulatory policy making. His work has appeared in, among others, the *Administrative Law Review*, *Duke Law*

*Journal, University of Pennsylvania Law Review, and Stanford Law Review.* Coglianese is the founder and co-chair of the Law & Society Association's international collaborative research network on regulatory governance, a Vice Chair of the E-Rulemaking Committee of the American Bar Association's section on Administrative Law and Regulatory Practice, and a Vice Chair of the Innovation, Management Systems, and Trading Committee of the ABA's section on Environment, Energy, and Resources. He is also co-editor of a new peer-reviewed journal, *Regulation & Governance*. He was a member of the Kennedy School faculty for twelve years, including his time as Senior Research Fellow at the Mossavar-Rahmani Center for Business and Government at Harvard University's John F. Kennedy School of Government. He has also taught as a visiting professor at Stanford University and Vanderbilt University. He received his J.D., M.P.P. (public policy), and Ph.D. in political science from the University of Michigan.

#### **ROBIN CONRAD**

Robin Conrad is Senior Vice-President of the National Chamber of Commerce Litigation Center.

#### **SHARON DAWES**

Sharon Dawes is Director for the Center for Technology in Government (CTG), an applied research center devoted to improving government and public services through policy, management and technology innovation. Her main focus is building and nurturing CTG's research programs, applied projects and public-private-academic partnerships. She is also an Associate Professor of Public Administration and Policy and led the development of the University at Albany (SUNY)'s Governmental Information Strategy and Management curriculum in public administration. Before coming to CTG as founding Director in 1993, Professor Dawes was Executive Director of the New York State Forum for Information Resource Management and an Executive Fellow at the Rockefeller Institute of Government. She began her career as a government program manager in the New York State Department of Social Services, where she spent seven years as an Associate Commissioner responsible for New York's then \$12 billion welfare programs. She is a fellow of the National Academy of Public Administration (NAPA) and of Pi Alpha Alpha, the National Honor Society for Public Affairs and Public Administration. In 1997, she was honored by *Governing Magazine* as a "Public Official of the Year." Professor Dawes received her Ph.D. in Public Administration from the University at Albany/SUNY and her B.A. magna cum laude in American Studies also from University at Albany/SUNY.

#### **CYNTHIA R. FARINA**

Cynthia Farina is Professor of Law at Cornell University and a principal researcher in the Cornell e-Rulemaking Initiative (CeRI). Her scholarship and teaching focuses on administrative law, the presidency and the legislature, due process and separation of powers. Co-author with Peter Strauss (Columbia) and Todd Rakoff (Harvard) of the leading casebook in administrative law, she is also a Fellow of the Administrative Law Section of the American Bar Association. A nationally known scholar of the administrative process, Professor Farina has served as reporter on a number of ABA projects. Most recently she spent a year, as one of the Reporters of the ABA European Union Project, intensively studying how the EU is using the Internet to increase transparency of, access to, and participation in the Union's very complex government processes. As part of the multi-disciplinary CeRI team, she works with agencies in the Departments of Transportation and Commerce on theoretical and applied research, funded by the National Science Foundation, to improve agency management of and public access to e-rulemaking. Following her graduation summa cum laude from Boston University School of Law, Professor Farina clerked for the Hon. Raymond J. Pettine, Chief Judge of the U.S. District Court of Rhode Island, and for the Hon. Spottswood Robinson, III, Chief Judge of the U.S. Court of Appeals, D.C. Circuit. She spent three years as a litigator in private practice before she joined the Cornell Law School Faculty.

#### **LARRY FINERAN**

Larry Fineran serves as the Vice President for Regulatory and Legal Reform Policy of the National Association of Manufacturers. NAM is the largest and oldest multi-industry trade association; its 14,000 members and 350 member associations include companies of all sizes located in every state. Larry works closely with NAM member companies to develop and articulate the association's position on regulatory, civil justice, antitrust, transportation and other issues. Prior to joining the NAM in 1985, Fineran was special assistant to the chairman of the Fairfax County, Virginia Board of Supervisors. In addition to constituent services, he worked on land use, transportation and cable television issues. From 1981-83, Fineran served as a legislative assistant to U.S. Representative Thomas N. Kindness (R-OH). Larry graduated from the College of William and Mary in 1979 with a Bachelor of Arts degree in economics and foreign affairs.

#### **J. STEPHEN FLETCHER**

Steve Fletcher is the Chief Information Officer and Executive Director of the Department of Technology Services of the State of Utah. He serves on the Executive Committee of the National Association of State Chief Information Officers. Prior to his current position, Mr. Fletcher was the CIO of the Department of Education. He was responsible for implementing and directing the Department's enterprise architecture, capital planning and investment, system development lifecycle and strategic planning for all IT activities. Before his government service, Mr. Fletcher had a highly successful career in the private sector. He founded and managed an IT communications consulting firm, providing communications and management services to federal agencies and Fortune 500 companies. He built a start-up firm into a viable engineering company that provided E-government solutions to federal, state and local governments. He has held senior executive positions at several companies, responsible for daily operations. Mr. Fletcher graduated from the University of Utah, and received an MBA from the University of Dallas, with an emphasis in engineering management.

#### **JANE E. FOUNTAIN**

Jane Fountain is Professor of Political Science and Public Policy at the University of Massachusetts, Amherst. She is also founder and Director of the National Center for Digital Government and Director of the Science, Technology, and Society Initiative and the Center for Public Policy and Administration at the University of Massachusetts Amherst. Her research is focused at the intersection of institutions, global information and communication technologies, and governance. Professor Fountain is the author of *Building the Virtual State: Information Technology and Institutional Change* (Brookings Institution Press, 2001), which was awarded an Outstanding Academic Title 2002 by *Choice*, and has been translated into and published in Chinese, Portuguese and Japanese. Her current book project, *Women in the Information Age* (Cambridge University Press, forthcoming), focuses on gender, institutions and technology. She holds a double Ph.D. from Yale University, in organizational behavior and in political science, and masters degrees from Harvard and Yale. While at Yale, she was a Yale Fellow and a Mellon Fellow. Her executive teaching and invited lectures have taken her to several developing countries and governments in transition, including those of Saudi Arabia, the United Arab Emirates, Nicaragua, Chile, Estonia, Hungary, and Slovenia as well as to industrialized countries including Japan and the countries of the European Union.

#### **JOHN D. GRAHAM**

John Graham is Dean of the Pardee RAND Graduate School and holder of the Chair in Policy Analysis. Before coming to RAND in March 2006, Dr. Graham had been the Administrator of the Office of Information and Regulatory Affairs in the administration of George W. Bush. In that position, he was responsible for oversight of regulatory, statistical, and information policies for the federal government, directing a staff of 50 career policy analysts with backgrounds in science, engineering, economics, statistics, and law. Prior to joining the Bush administration, Dr. Graham was a Professor of Policy and Decision Sciences in the Faculty of Public Health at Harvard University. He also founded and was

director of the Harvard Center for Risk Analysis from 1990 to 2001, which won international recognition for analytic contributions to environmental protection, injury prevention and medical technology innovation. Dr. Graham is the author or coauthor of nearly 200 books, articles, and reports on a broad array of issues related to risk estimation and management in areas including health, safety, environment, and energy; he is probably best known for his scholarship on automotive safety and environmental policy. He earned his B.A. from Wake Forest University, his M.A. from Duke University and his Ph.D. from Carnegie-Mellon University. He served as a pre-doctoral fellow at the Brookings Institution and as a post-doctoral fellow at the Harvard School of Public Health.

#### **SALLY KATZEN**

Sally Katzen served almost eight years in the Clinton Administration as Administrator of the Office of Information and Regulatory Affairs, then deputy assistant to the President for Economic Policy in the White House, and finally as the deputy director for Management in OMB. In recent years, she has been a visiting professor at several institutions including University of Michigan Law School and George Mason Law School. Before joining the Clinton Administration, Ms. Katzen was a partner in the Washington, D.C., law firm of Wilmer, Cutler & Pickering, specializing in regulatory and legislative matters. She has worked extensively in the field of administrative law, not only in her law practice and government service, but also in her professional activities (chair of the ABA Section on Administrative Law and Regulatory Practice, vice chair of the Administrative Conference of the United States, president of the Federal Communications Bar Association) and teaching (adjunct professor at the Georgetown Law Center, lecturer in law at the University of Pennsylvania Law School, visiting lecturer and Washington Scholar in Residence at Smith College). She graduated magna cum laude from the University of Michigan Law School, where she was editor in chief of the *Law Review*. Following graduation, she clerked for Judge J. Skelly Wright of the United States Court of Appeals for the District of Columbia Circuit.

#### **CORNELIUS KERWIN**

Neil Kerwin is Interim President of American University on August 24, 2005, and Professor of Public Administration in the School of Public Affairs. A nationally recognized specialist in public policy, with emphasis on the regulatory process, he is the author of one of the preeminent text on the rulemaking process, *Rulemaking: How Government Agencies Write Law and Make Policy* (3rd ed., 2003, Congressional Quarterly Press), and the coauthor of *How Washington Works: The Executives Guide to Government* (3rd ed., 1996). Under Dr. Kerwin's leadership, the university established the Center for the Study of Rulemaking. With a mission to better understand and improve the processes and techniques used by agencies to develop regulations, the Center organizes conferences, symposia, and workshops, which bring together scholars, public and private sector personnel, and the larger academic community. Dr. Kerwin's personal experience in the public sector includes work with the Office of Personnel Management, the Environmental Protection Agency, the Administrative Conference of the United States, the Federal Energy Regulatory Commission, the Department of Agriculture, the Nuclear Regulatory Commission, and the Public Health Service. He was president of the National Association of Schools of Public Affairs and Administration in 1998 and was the founding chair of the Section on Public Law and Administration of the American Society for Public Administration. He received a B.A. from American University in 1971, an M.A. in political science from the University of Rhode Island in 1973, and a Ph.D. in political science from Johns Hopkins University in 1978.

#### **ANDREW LANGER**

Andrew M. Langer joined the National Federation of Independent Businesses in 2002. As Senior Manager, Regulatory Affairs, he helps policymakers understand the impact of laws affecting small business, and how that regulatory impact differs from the impact on large businesses. Also, he is responsible for protecting the interests of small business in the face of an ever-increasing burden from regulatory agencies, as well the protection of the private property rights of small business owners. He files comments with regulatory agencies on behalf of NFIB's hundreds of thousands of members, and has

testified before Congress numerous times. The son of an environmental scientist and an epidemiologist, Langer attended William and Mary, where he received a BA in International Relations. He also holds an MPA from Troy State University. Recently, Mr. Langer has been increasingly using his IR background, working with foreign delegations to advise them on improving their small business sectors, as well as a trip to Morocco by the invitation of that government. He lives on the Eastern Shore of Maryland with his family.

#### **ROBERT LITAN**

Bob Litan is Vice President of Research and Policy at the Kauffman Foundation and Director of the AEI-Brookings Joint Center for Regulatory Studies. Dr. Litan has been affiliated with The Brookings Institution for nearly 20 years, first as a Senior Fellow and since 1996 as director of Economic Studies and holder of Cabot Family Chair in Economics. At Brookings, he led a team of economists monitoring the global economy and seeking answers to economic policy issues in the U.S. and around the world. The group's rigorous, independent research was designed to increase the public's understanding of how the economy works and how to make it better. During his time with Brookings, Litan authored or co-authored more than 25 books and 200 articles for professional journals and magazines. Dr. Litan has had a distinguished career in public service. He served on the staff of the Council of Economic Advisers (1977-79), as Deputy Assistant Attorney General in the Antitrust Division of the Justice Department (1993-95), and as Associate Director of the Office and Management and Budget (1995-96). He also has been a consultant to the Treasury Department on financial policy issues. He received his B.S. degree in Economics, graduating summa cum laude, from the Wharton School Department of Finance at the University of Pennsylvania; his J.D. from Yale Law School; and both a Master of Philosophy and Ph.D. in Economics from Yale University.

#### **JEFFREY S. LUBBERS**

Jeff Lubbers is a Fellow in Law and Government at American University's Washington College of Law, where he teaches courses in Administrative Law, Environmental Law, Federal Legal Institutions, and ADR. He is the author of the other preeminent text on rulemaking, *Guide to Federal Agency Rulemaking*. Prior to joining American University, Mr. Lubbers served in various positions with the Administrative Conference of the United States (ACUS), the U.S. Government's "permanent" advisory agency on procedural improvements in federal programs until its closure by the 104th Congress in 1995. From 1982-1995 he was ACUS' Research Director and served as Team Leader for Vice President Gore's National Performance Review team on Improving Regulatory Systems in 1993. He co-authored ACUS' major 1992 study, *The Federal Administrative Judiciary*. He has also co-authored the *Administrative Procedure Sourcebook* (3d. ed, 2000), and serves as the editor for the ABA's *Developments in Administrative Law and Regulatory Practice* (volumes from 1998-2005). He has won numerous prestigious awards including the Presidential Rank of Meritorious Executive, the "Mary C. Lawton Award for Outstanding Government Service" from the ABA, and the "Walter Gellhorn Award" from the Federal Bar Association. He has served as a consultant to various federal agencies, the ABA, the World Bank, the USAID, and the Office of Economic Cooperation and Development. He has an B.A. degree from Cornell University and a J.D. from the University of Chicago Law School.

#### **BETH SIMONE NOVECK**

An expert on technology and law and intellectual property, Beth Noveck is Professor of Law and Director of the Institute for Information Law & Policy, New York Law School's center for the study of intellectual property, technology and information law. She teaches in the areas of intellectual property, innovation, and constitutional law as well as courses on electronic democracy and electronic government. Professor Noveck is developing the Community Patent Review project, the legal, policy and software framework to open patent examination for public participation. The project was named by the United States Patent and Trademark Office as one of its Strategic Initiatives 2007-2012. She also received a grant from ICAIR to support the creation of Democracy Island, an experimental space within a virtual world for research on

citizen participation. She is the co-editor of the book series, *Ex Machina: Law, Technology and Society* (NYU Press). Previously a telecommunications and Internet lawyer practicing in New York, Professor Noveck is also a Visiting Professor at the Annenberg School for Communication, University of Pennsylvania and at Stanford University, Department of Communication. She graduated from Harvard University with a Bachelor and Master of Arts and earned a J.D. from Yale Law School. After studying as a Rotary Foundation graduate fellow at Oxford University, she earned a doctorate at the University of Innsbruck with the support of a Fulbright grant.

#### **RICHARD PARKER**

Richard Parker holds a faculty appointment at the University of Connecticut School of Law, where he teaches and writes in the fields of Administrative Law, Environmental Law, International Environmental Law, and the International Law of Trade and Environment. He also serves as Chair of the Regulatory Policy Committee of the ABA Administrative Law Section. Professor Parker comes to teaching after four years in private practice and five years in government, where he served as Assistant General Counsel to the United States Trade Representative and, later, as Special Counsel to the Deputy Administrator of EPA. He also has four years of private practice experience with O'Melveny & Myers. He has published numerous articles and authored two books, *Choosing Norms To Promote Compliance and Effectiveness: The Case For International Environmental Benchmark Standards, in International Compliance With Non-Binding Accords* (Brown-Weiss, Edith ed., ASIL 1998) and *Strategies for U.S. Fishery Export Promotion, Statement before the Subcommittee on International Economic Policy and Trade of the Committee on Foreign Affairs* (March 9, 1988). Professor Parker holds a B.A. in Public Affairs from Princeton, a J.D. from Yale Law School, and a D.Phil. in Politics from Oxford University, which he attended as a Rhodes Scholar.

#### **PETER SHANE**

Peter Shane holds the Davis & Davis Chair in Law at the Moritz College of Law and is the Director of the Center for Interdisciplinary Law & Policy Studies at Ohio State University. He came to Ohio State from Carnegie Mellon University's John Heinz III School of Public Policy and Management; he continues to serve as Founding Director and Chair on the Advisory Board of the Institute for the Study of Information Technology and Society (InSITEs), and Distinguished Service Professor (Adjunct) of Law and Public Policy at Carnegie Mellon. He is an internationally recognized scholar in administrative law, with a specialty in separation of powers law, and has co-authored leading casebooks on each subject: *Separation of Powers Law: Cases and Materials* (Carolina Academic Press, 2d ed., 2005), and *Administrative Law: The American Public Law System* (West Group, 5th ed. 2003). Editor of and contributor to *Democracy Online: The Prospects for Political Renewal through the Internet* (Rutledge 2004), Professor Shane has received a National Science Foundation grant for interdisciplinary study related to cyberspace and democracy. He obtained his J.D. from Yale Law School and his B.A. magna cum laude from Harvard.

#### **STUART W. SHULMAN**

Stu Shulam holds a joint appointment in the School of Information Sciences and the Graduate School of Public and International Affairs at the University of Pittsburgh. He is also a Senior Research Associate at Pitt's University Center for Social and Urban Research (UCSUR) and in the Université de Genève-, European University Institute-, and Oxford Internet Institute-based E-Democracy Centre. Stu is the founder and Director of UCSUR's Qualitative Data Analysis Program (QDAP), a fee-for-service coding lab currently working on projects funded by the National Science Foundation (NSF), the National Institutes of Health (NIH), and other U.S. funding agencies. He has been the Principal Investigator and Project Director on related National Science Foundation-funded research projects focusing on electronic rulemaking, human language technologies, manual annotation, digital citizenship, and service-learning efforts in the United States. In 2007, Dr. Shulman was named Director of the Sara Fine Institute and he

became a Core Investigator in the Advanced Center for Interventions and Services Research Network Development Core. He is currently the Editor of the international *Journal of Information Technology & Politics*. A former Oregon Tilth certified organic farmer, Stu teaches courses on American national government, environmental policy, sprawl, information technology, qualitative research methods, digital citizenship, governance, and service-learning. He received a B.A. in Political Science and English from Boston University and a Ph.D. in Political Science from the University of Oregon.

#### **PETER L. STRAUSS**

The foremost scholar of American administrative law today, Peter Strauss is Betts Professor of Law at Columbia Law School, teaching courses in Administrative Law, Legal Methods, and Legislation. After graduating Harvard College (1961) and Yale Law School (1964), he spent two years clerking for federal judges in Washington, D.C., two years lecturing on criminal law in the national university of Ethiopia, and three years as an attorney in the Office of the Solicitor General, briefing and arguing cases before the United States Supreme Court. During 1975-77, Professor Strauss was on leave from Columbia as the first General Counsel of the United States Nuclear Regulatory Commission. His published works include *Administrative Justice in the United States* (1989 and 2002); *Gellhorn's & Byse's Administrative Law: Cases and Comments* (most recently, 2003, with Rakoff and Farina), *Legal Methods: Understanding and Using Cases and Statutes* (2005), and numerous law review articles, generally focusing on issues of rulemaking, separation of powers, and statutory interpretation. In 1987 the ABA Section of Administrative Law and Regulatory Practice presented to Professor Strauss its third annual award for distinguished scholarship in administrative law. In 1992-93, he served as Chair of the Section. He has twice been Vice Dean at Columbia. Professor Strauss has visited at Harvard and NYU, and lectured widely on American administrative law abroad, including programs in Argentina, Belarus, Brazil, China, Germany, Italy, Japan, the Netherlands, Mexico, Turkey and Venezuela.

#### **FRED THOMPSON**

Fred Thompson is Vice President for Management and Technology of the Council for Excellence in Government. He directs the Council's initiatives to improve acquisition, human resources, financial management and technology leadership practices across government. These programs include the CIO-Sage program and the Federal CIO Council-sponsored Federal CIO Boot Camp. Before joining the Council, Mr. Thompson served as eGovernment Practice Director for the federal consulting practice for the Unisys Corporation. He led major bid efforts and managed a large on-site services contract supporting the government. Mr. Thompson's previous government experience includes roles in government-wide IT workforce improvement leadership in the Department of Treasury, senior acquisition management responsibility in the Internal Revenue Service, and IT and human resources management leadership in both IRS and the Office of Personnel Management. He has worked on Capitol Hill as an American Political Science Association Fellow. He has received four awards from the Federal CIO Council. He is an adjunct professor at the American University. Mr. Thompson holds an MBA degree in Information Systems Management from George Washington University and a Bachelors of Science degree in Commerce from the University of Virginia.

## GUESTS

### **LAWRENCE E. BRANDT**

Larry Brandt is Program Director in the Information Integration & Informatics cluster within the Information and Intelligent Systems Division at the National Science Foundation. He started in NSF as a management intern in 1976 after completing his undergraduate degree in Anthropology at San Diego State University. After several years as a Contracts and Grants Officer, he joined NSF's nascent Office of Advanced Scientific Computing as a manager for supercomputing centers. In 1993 Mr. Brandt completed a Masters in Computer Science from the Whiting Engineering School at Johns Hopkins University with an emphasis on telecommunications and internetworking. In 1998 he initiated a program of collaborations between government agencies and the CS research community that in eight years resulted in over 100 awards with total funding over \$50M. Among the research funded has been work on natural language processing tools to help agencies with the e-rulemaking process. Mr. Brandt's interests include high-end computing, e-governance, Federal IT policy and the impact of IT on democracy, growth of community, and the political process. Using REU supplemental funding, he funded the undergraduate software development at the Illinois center of the first popular Web browser (Mosaic) and Web server (Apache). The former lives on as Internet Explorer under a license to Microsoft.

### **LAWRENCE NOVEY**

Majority Counsel, Committee on Homeland Security & Governmental Affairs (Senator Joe Lieberman)