

Curriculum Vitae

R. F. "RICK" SHANGRAW, JR., PH.D.

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LEADERSHIP EXPERIENCE

- 2016 – Present Chief Executive Officer, ASU Enterprise Partners
(<http://www.asuenterprisepartners.org>)
- 2011 – 2017 Chief Executive Officer, ASU Foundation for a New American University
(<http://asufoundation.org>)
- 2010 – 2011 Director, Julie Ann Wrigley Global Institute of Sustainability
Arizona State University (<http://sustainability.asu.edu>)
- 2007 – 2011 Vice President for Research and Economic Affairs (promoted to Senior Vice President
for Knowledge Enterprise Development in 2010)
Arizona State University (<http://asuresearch.asu.edu>)
- 2006 – 2007 Associate Vice President for Strategic Research, Office of the Vice President for
Research and Economic Affairs, Arizona State University (<http://asuresearch.asu.edu>)
- 2005 – 2007 Executive Director, The Decision Theater at Arizona State University
(www.decisiontheater.org)
- 1991 – 2004 Founder, Chairman, and Chief Executive Officer, Project Performance Corporation
(www.ppc.com)
- 1988 – 1990 Vice President, Independent Project Analysis, Inc. (www.ipaglobal.com)

ACADEMIC AND RESEARCH APPOINTMENTS

- 2011 – Present Professor of Practice, School of Sustainability, Arizona State University
(<http://sustainability.asu.edu>)
- 2010 – Present Senior Sustainability Scientist, Julie Ann Wrigley Global Institute of Sustainability
Arizona State University (<http://sustainability.asu.edu>)
- 2005 – Present Professor of Practice, School of Public Affairs, Arizona State University (spa.asu.edu)
- 1985 – 1988 Assistant Professor, Department of Public Administration, Maxwell School of
Citizenship and Public Affairs, Syracuse University (www.maxwell.syr.edu)
- 1987 – 1988 Affiliate Assistant Professor, College of Engineering and Computer Science, Syracuse
University (www.ecs.syr.edu)

- 1986 – 1988 Senior Research Associate, Center for Technology and Information Policy, Maxwell School of Citizenship and Public Affairs, Syracuse University
(www.maxwell.syr.edu/ctip/ctip.htm)
- 1983 – 1985 Research Associate, Center for Technology and Information Policy, Maxwell School of Citizenship and Public Affairs, Syracuse University
- 1983 – 1985 Consultant, Rand Corporation (www.rand.org)
- 1982 – 1983 Research Associate, Institute for Energy Research, Syracuse University

EDUCATION

Ph.D. Public Administration, 1986, Maxwell School of Citizenship and Public Affairs, Syracuse University, Syracuse, NY. Dissertation Topic: *Information Choice and Policy Decision Making* (Advisor: Barry Bozeman)

M.P.A. Maxwell School, 1982, Syracuse University, Syracuse, NY. Concentration in Technology and Information Management.

A.B. Magna Cum Laude Political Science, 1981, Dickinson College, Carlisle, PA. Certificate in Environmental Studies.

SELECTED CONSULTING

- Niagara Mohawk Power Corporation (1985-1988)
 U.S. Department of Defense, Joint Warfare Analysis Center (1997 – 2001)
 U.S. Department of Energy, National Nuclear Security Administration (2002 – 2004)
 U.S. Department of Energy, Office of Environmental Management (1990 – 2000)
 U.S. Department of Energy, Office of Science (2003)
 U.S. Department of Health and Human Services, Food and Drug Administration (2002 – 2004)
 U.S. Department of Interior, National Park Service (1997 – 1999)
 U.S. Department of Transportation, Volpe National Transportation Systems Center (1995 – 1998)

UNIVERSITY AND COMMUNITY SERVICE

- Arizona Alzheimer's Consortium, Board of Directors (2007 – 2011)
 Arizona State University EdPlus Board of Directors (2017 – Present)
 Arizona State University Executive Committee (2007 – Present)
 Arizona State University Julie Ann Wrigley Global Institute of Sustainability Board of Directors (2013 – Present)
 Arizona State University McCain Institute Board of Trustees (2013 – Present)
 Arizona State University School of Computing and Informatics Advisory Council (2007 – 2009)
 Arizona State University Research Park Board of Directors (2007 – 2011)
 Arizona State University Research Enterprise Board of Directors (2016 – Present)
 Arizona State University Working Group Global (2011 – Present)
 Arizona State University Working Group Sun Devil Stadium 365 (2017 – Present)
 Arizona's Bioscience Roadmap Steering Committee, Flinn Foundation (2007 – 2011)
 Arizona Water Institute Executive Committee (2007 – 2009)
 Biosphere 2 Board of Advisors (2008 – 2011)
 Federal Relations Working Group, Arizona State University (2005 – Present)

Flexible Display Center Governing Board, Chair (2007 – 2011)
Research Collaboratory at Arizona State University Board of Directors (2016 – Present)
Skysong Innovations (formerly AzTE) Board of Directors (2007 – Present) Chair (2013 – 2017)
The Sustainability Consortium, Managing Board of Directors (2010 – Present)
Thunderbird School of Global Management Board of Trustees (2017 – Present)
Translational Genomics Research Institute (TGen), Board of Governors (2010 – 2011)
Dickinson College Board of Trustees, Carlisle, PA (2005 – 2011)
University of Missouri Kansas City, Vice President for Research, External Reviewer (2012)
University Technology Council, Arizona State University (2006 – 2010)

TEACHING EXPERIENCE

Arizona State University

- Higher Education Philanthropy & Grants (HED 598), School of Education, Fall 2014.
- Public Service Research I (PAF 501), School of Public Affairs, Spring 2010.
- Organization Theory (PAF 603), School of Public Affairs, Spring 2007.
- Policy Informatics (PAF 591), School of Public Affairs, Spring 2006.

Syracuse University

- Computers and Computing in the Public Sector (PPA 050), Maxwell School, Summer 1985, Fall 1985, Fall 1986.
- Public Management Computer Information Systems (PPA 730-1), Maxwell School, Fall 1985, Spring 1986, Fall 1986, Spring 1987, Fall 1987, Spring 1988.
- Introduction to Technology (NAS 203), College of Arts and Sciences, Fall 1987 (Team Taught with Bradley Strait).
- Organizational Theory and Public Management (PPA 709), Maxwell School, Summer 1987, Spring 1988, Summer 1988.
- Public Technology Development (PPA 730-13), Maxwell School, Fall 1984 (Team taught with Walter Meyer).
- Research and Development Policy (PPA 730-5), Maxwell School, Spring 1984 (Team taught with Barry L. Bozeman).

George Washington University

- Cost Estimating and Analysis, Continuing Engineering Education Program, Fall 1994, Spring 1995, Fall 1995.

REFEREED PUBLICATIONS AND BOOK CHAPTERS

Crow, M. M. and R. F. Shangraw, Jr., “Revisiting ‘Public Administration as a Design Science’ for the Twenty-First Century Public University.” *Public Administration Review* (May 2016).

Shangraw, Jr., R. F. “Global Giving to Universities: The Next Frontier.” In *Global Fundraising: How the World Is Changing the Rules of Philanthropy*, edited by Penelope Cagney and Bernard Ross. Hoboken, NJ: John Wiley & Sons, Inc, 2013.

Moore, Sharlissa and R. F. Shangraw, Jr., “Managing Risk and Uncertainty in Large-Scale University Research Projects,” *Research Management Review*, v. 18, no. 2 (Fall-Winter 2011): 59-78.

- Block, J., A. Razdan, R. F. Shangraw, R. Arrowsmith. "3Dimensional Immersive Visualization for Regional Water Planning." In *AGU Fall Meeting Abstracts*. December 2005.
- Landsbergen, David, David H. Coursey, Stephen Loveless, and R.F. Shangraw, Jr. "Decision Quality, Confidence, and Commitment with Expert Systems: An Experimental Study." *Journal of Public Administration: Research and Theory* 7, no. 1 (January 1997): 131-57.
- Shangraw, R. F. "Contingency Estimating for Environmental Projects." In *Hazardous Waste Cost Control*, edited by Richard A. Selg, 139-56. New York: Marcel Dekker, 1993.
- Emmert, Mark A., Michael Crow, and R.F. Shangraw. "Public Management in the Future: Post-Orthodoxy and Organization Design." In *Public Management: The State of the Art*, edited by Barry Bozeman, 345-403. San Francisco: Jossey-Bass, 1993.
- Loveless, Stephen, David Coursey, R. F. Shangraw, Jr., and David Landsbergen. "Meritorious or Meritless? An Experimental Study of Expert Systems in Personnel Selection." In *Advances in the Implementation and Impact of Computer Systems*, edited by Jonathan A. Morell and Mitchell Fleischer, Vol. 1, 3-24. Greenwich, CT: JAI Press, 1991.
- Merrow, Edward W., R. F. Shangraw, Jr., Scott H. Madaleno, Lisa A. Unterkofler, Richard Madaleno, Edward J. Ziomkoski, and Brett R. Schroeder. *Understanding the Costs and Schedules of World Bank Supported Hydroelectric Projects*. Energy Series Paper No. 31. Washington D.C.: The World Bank, 1990.
- Bozeman, Barry and R. F. Shangraw, Jr. "Computers and Commitment to a Public Management Decision: An Experiment." *Knowledge in Society* 2, no. 3 (Fall 1989): 42-56.
- Coursey, David H. and R. F. Shangraw, Jr. "Expert System Technology for Managerial Applications: A Typology." *Public Productivity Review* 12, no. 3 (Spring 1989): 237-62.
- Shangraw, Jr., R. F. and Michael M. Crow. "Public Administration as a Design Science." *Public Administration Review* 49, no. 2 (March/April 1989): 153-58.
- Crow, Michael, Barry Bozeman, Walter Meyer, and R. F. Shangraw, Jr. *Synthetic Fuel Technology Development in the United States: A Retrospective Assessment*. New York: Praeger, 1988.
- Coursey, David, R. F. Shangraw, Jr., and Sidney Lipton. "FRAS: An Expert System for Risk Management." *PC AI*, November/December 1988.
- Bozeman, Barry and R. F. Shangraw, Jr. "Computers as a Public Management Decision Tool: An Experiment Analysis of the Effects on Cost and Access in Information Choice." *Knowledge* 10, no. 2 (December 1988): 111-39.
- Shangraw, Jr., R. F. "Knowledge Acquisition, Expert Systems, and Public Management Decisions." *Social Science Microcomputer Review* 5, no. 2 (Summer 1987): 163-73.
- Myers, Christopher W., R. F. Shangraw, Mark R. Devey, and Toshi Mayashi. *Understanding Process Plant Schedule Slippage and Startup Costs*. The Rand Publication Series. Santa Monica, CA: The Rand Corp., June 1987.

Shangraw, Jr., R. F. "Telephone Surveying with Computers: Administrative, Methodological and Research Issues." *Evaluation and Program Planning* 9, no. 2 (1986): 107-11.

Shangraw, Jr., R. F. "How Public Managers Use Information: An Experiment Examining Choices of Computer and Printed Information." In "Public Management Information Systems," ed. Barry Bozeman and Stuart Bretschneider. Special issue, *Public Administration Review* 46 (November 1986): 506-15.

Lambright, Henry, Michael Crow, and R. F. Shangraw. "National Projects in Civilian Technology." *Policy Studies Review* 3, no. 3-4 (May 1984): 453-59.

PUBLISHED CONFERENCE PAPERS AND PUBLISHED MANUSCRIPTS

Duderstadt, James, Gary Was, Robert McGrath, Mark Muro, Michael Corradini, Linda Katehi, Rick Shangraw, and Andrea Sarzynski. "Energy Discovery-Innovation Institutes: A Step Toward America's Energy Sustainability." In the *Blueprint for American Prosperity: Unleashing the Potential of a Metropolitan Nation*. Washington D.C.: Metropolitan Policy Program at Brookings, February 2009.

Block, J., R.F. Shangraw, P. Miller, J. Adams, A. Kubach, J. Conner. "Improved Tools for Drought Planning: Final Report. *Arizona Water Institute*. 2008

Hahn, Deirdre, R. F. Shangraw, Mark Keith, and David Coursey. "Does Visualization Affect Perceptions of Ethically Complex Policy Decisions: An Experimental Study." In *Proceedings of the 40th Hawaii International Conference on Systems Sciences*. Washington D.C.: IEEE Computer Society, 2007.

Hahn, Deirdre, R. F. Shangraw, and David Coursey. "Collaboration thru Immersive Visualization and Applied Decision Making." In the *10th International Conference on Information Visualization*. London, 2006.

Stevens, Jeffrey, Robert Williamson, Allen Schubert, and R. F. Shangraw, Jr. "Designing and Implementing a Life-Cycle Cost Model for First-of-a-Kind Building Decommissioning." In *Symposium on Waste Management*. Tucson, AZ, March 1999.

Stoeckle, Karl E., William G. Kolster, and R. F. Shangraw, Jr. "Lessons from the Private Sector on Performance-Based Management." In *Symposium on Waste Management*. Tucson, AZ, February 1996.

Featherman, David, and R. F. Shangraw, Jr. "Evaluating Environmental Restoration Cost Estimating Systems." In *American Association of Cost Engineers Transactions*. 1996.

Shangraw, Jr., R. F. and S. A. Darnell. "Measuring and Addressing Uncertainties in Environmental Remediation Projects: A Comparative Analysis." In *Project Management Institute, 25th Annual Symposium*, 904-910. Vancouver B.C., Canada, October 1994.

Mallick, Pramod, Stephen W. Meador, R. F. Shangraw, Jr., and John R. Selman. "DOE Benchmarking for Cost Management." In *American Association of Cost Engineers Transactions*. San Francisco, CA, June 1994.

Burke, William, James A. Turi, and R. F. Shangraw. "Activity Based Budgeting: A Strategic Framework for Cost Control and Performance Management." In *Cost Management Conference*. Las Vegas, NV, October 1993.

Poldy, J. L., W. R. Shangraw, and R. F. Shangraw, Jr. "A Project Definition Methodology for Environmental Restoration Projects." In *American Association of Cost Engineers Transactions*. 1992.

- Emmert, Mark A., Michael M. Crow, and R. F. Shangraw, Jr. "Public Management in the Future: Post-Orthodoxy and Organization Design." In the *National Public Management Research Conference*, 351-361. Syracuse, NY, September 1991.
- Hudson, Kay K. and R. F. Shangraw, Jr. "U.S. DOE's Program to Better Understand the Cost of Environmental Restoration Projects." In *Hazardous Materials Controls Research Institute's Annual Superfund Conference*, 241-244. Washington D.C., November 1990.
- Schroeder, Brett and R. F. Shangraw. "Parametric Tools for Hazardous Waste Cleanup Projects." In the *1990 American Association of Cost Engineers Transactions*. Boston, MA: American Association of Cost Engineers, June 1990.
- Meyer, Walter, David Wilemon, Stuart Bretschneider, R. F. Shangraw, Susan Thomas, Michael Olivette, and Patricia Hick. "The Potential Market Impact of Low Temperature Fuel Cell Systems." In *Proceedings of the 1984 International Gas Research Conference*, 1125-1137. Rockville, MD: Government Institutes, 1984.

UNPUBLISHED PAPERS, PRESENTATIONS AND INVITED LECTURES

- Shangraw, Jr., R. F. "Untitled Presentation", Keynote Address, Sloan Foundation Workshop on Linking Engineering and Public Policy, Phoenix, AZ, September 2018.
- Shangraw, Jr., R. F. "The Future of Higher Education: The Real Innovations We Need", Keynote Address, Global Leaders Forum, Seoul, Republic of Korea, November 2017.
- Shangraw, Jr., R. F. "Classrooms Help Find Meaning in an Imperfect World", *Arizona Republic*, November 20, 2017.
- Shangraw, Jr., R. F. "My Turn: Arizona State University Can't Live on State Funding Alone", *Arizona Republic*, January 27, 2017.
- Shangraw, Jr., R. F. "Prescriptions for University Technology Transfer", Keynote Address, Technology Transfer Society Conference, Phoenix, AZ, November 2016.
- United Nations Environment Programme Finance Initiative, The Generation Foundation, and Principles for Responsible Investment, "Fiduciary Duty in the 21st Century: U.S. Roadmap", Contributor, Fiduciary Project, October 2016.
- Irving, Blake, Jonn B. Rogers, R. F. Shangraw, Jr., and Lawdan Shojee, "Phoenix Business Journal's Annual Leadership Forum" Panelist, Phoenix Business Journal's Annual Leadership Forum, Phoenix, AZ, October 2016.
- Shangraw, Jr., R. F. "An International Perspective on China's Administrative Reforms and Governance Innovations" Keynote Address, Intercontinental Administrative Forum, Chengdu, China, September 2016.
- Shangraw, Jr., R. F. "The Practical Application of Anticipatory Governance Concepts to Sustainable Governance and Development" Keynote Address, Intercontinental Administrative Forum, Chengdu, China, September 2016.
- Shangraw, Jr., R. F., Michael Eicher, and Steven Klosterman, "New Models for Volunteer Engagement" Plenary, Association of Governing Boards of Universities and Colleges: Foundation Leadership Forum, Los Angeles, CA, January 2013.

- Shangraw, Jr., R. F. "Beyond the Boundaries: Simulation and Transdisciplinarity" Keynote Address, Winter Simulation Conference 2011, Phoenix, AZ, December 2011.
- Shangraw, Jr., R. F. and Augustine Cheng, "A New Prescription for Technology Transfer," *Inside Higher Ed*, July 28, 2011.
- Shangraw, Jr., R. F. and Augustine Cheng, "Slow and Steady Won't Win This Race: Making the Case for Increased Startup Output," *University Business*, v. 14, no. 2 (February 2011): 52.
- Shangraw, Jr., R. F. "Rapid Response: Sustainability Demands More Speed and Agility from Universities." The Sustainability Review. <http://www.thesustainabilityreview.org/2010/11/rapid-response-sustainability-demands-more-speed-and-agility-from-universities-2> (accessed February 4, 2011).
- Shangraw, Jr., R. F. "Beyond Restoration: From Environmental Clean-up to Environmental Sustainability." Lecture, Arizona State University, Global Institute of Sustainability's Sustainability Lectures, Tempe, AZ, September 2010.
- Shangraw, Jr., R. F. "Research Matters." Keynote Address, Society of Research Administrators International 2010 Western/Southern Section Meeting, Tucson, AZ, June 2010.
- Shangraw, Jr., R. F. "Moving Beyond the Promise of Policy Informatics." Keynote Address, Center for Policy Informatics Workshop, Tempe, AZ, February 2010.
- Shangraw, Jr., R. F. "Contingency Estimating: Current Practices and Future Strategies." U.S. Department of Energy Cost Estimating Conference, Golden, CO, January 1992.
- Shangraw, Jr., R. F. "Project Definition: Analyzing and Measuring DOE ER Projects." Hazardous Toxic and Radiological Waste Conference, Las Vegas, NV, August 27, 1991.
- Wisnabaker, W. E., G. P. Turi, and R. F. Shangraw, Jr. "Lessons Learned and New Initiatives on Cost and Schedule Estimating." Paper presented at the Annual Meeting of the American Nuclear Society, Orlando, FL, June 4 1991.
- Landsbergen, David, Stephen Loveless, David Coursey, and R. F. Shangraw. "The Relationship between Decision Confidence, Commitment and Intelligent Advisory Systems: An Experimental Study." Paper presented at the Operations Research Society of America/The Institute of Management Sciences Joint National Meeting, Denver, CO, October 26, 1988.
- Loveless, Stephen, David Coursey, R. F. Shangraw, and David Landsbergen. "Expert Systems and the Obsolescence of Expertise: An Experimental Study of Decision Quality and Confidence in Personnel Selection." Paper presented at the Southeast Conference on Public Administration, Birmingham, AL, October 14, 1988.
- Loveless, Stephen, R. F. Shangraw, Jr., David H. Coursey, and David Landsbergen. "Computer-Assisted Decision Making in the Public Sector." Paper Presented at the annual research conference for the Association for Public Policy Analysis and Management, Bethesda, MD, October 1987.
- Shangraw, Jr., R. F. and David Coursey. "Expert System Technology for managerial Applications: Applying a Typology Based on Function." Paper presented at the annual meeting of the American Political Science Association, Chicago, IL, September 1987.

Bozeman, Barry and R. F. Shangraw, Jr., June 15, 1987. "Function vs. Mission Departmentation." White paper for the U.S. Office of the Secretary of Defense.

Shangraw, Jr., R. F. and Barry Bozeman. "Computers and Commitment to a Public Management Decision: An Experiment." Paper presented at the Operations Research Society of America/The Institute of Management Sciences Joint National Meeting, New Orleans, LA, May 1987.

Landsbergen, David, and R. F. Shangraw, Jr. "Making Theoretical Knowledge Practical Through the Use of Expert Systems Technology." Paper presented at the national conference of the American Society for Public Administration, Boston, MA, April 1, 1987.

Shangraw, Jr., R. F. "Information Choice and Policy Decision-Making." PhD diss., Syracuse University, 1986.

Shangraw, Jr., R. F. "Information Channel Preferences and Innovation in the Manufacturing Industry." Paper presented at the annual research conference for the Association for Public Policy Analysis and Management, Austin, TX, October 1986.

Shangraw, Jr., R. F. "Knowledge Engineering Public Policy and Public Management Decisions: What Lies Ahead." Paper presented at the annual meeting of the American Political Science Association, Washington D.C., August 28, 1986.

Shangraw, Jr., R. F. "Microcomputer-Based Instructional Modules for Public Administration." Paper presented at the National Conference on Teaching Public Administration, St. Louis, MO, April 1985.

Lambright, W. Henry and R. F. Shangraw, Jr. "Presidential Decision Making and Big Technology." Paper presented at the annual meeting of the American Society for Public Administration, New York City, NY, April 17, 1983.

PROFESSIONAL AFFILIATIONS

Sigma Xi

RECENT ACHIEVEMENTS

Most Admired Leaders, Phoenix Business Journal, 2016.

Convocation Speaker, Maxwell School of Citizenship and Public Affairs, Syracuse University, 2008.

Maxwell Public Administration Alumni Award, Syracuse University, 2006.

SOCIAL MEDIA

Facebook – RickShangrawASUEP

Twitter -- @rickshangraw

Email – rick.shangraw@asu.edu

Updated: August 2018