Michael R. McPherson

910 Charter Oaks Dr.
Charlottesville, VA 22901
434-973-4321
mcpherson@acm.org

PROFESSIONAL EXPERIENCE

May 2015 - present	President Goozbazi LLC, IT Consulting
July 2013 - May 2015	Associate Vice President for Research University of Virginia

As AVP for Research, I led my organizations as they:

- Collaborated with faculty and the provost to secure a $2.5M investment in a new high-performance computing cluster for UVa, an almost ten-fold increase in generally-available HPC resources;

- Rolled out an extensive suite of Web-based tools for scholarly communications based on complex data sets;

- Developed and deployed a new high-end data visualization facility and software capability;

- Developed and offered over a dozen massive open online courses (MOOCs) through Coursera;

- Offered a number of multi-campus shared courses and support collaborative research projects through the 4-VA Collaborative (4-va.org).

During the past year, I:

- Served as sponsoring university lead of a successful multi-university effort to define and negotiate Amazon's offering of Amazon Web Services under the Internet2 NET+ initiative;

- Worked as a part of a team of faculty and staff to develop support for and plan UVa's big data initiative, now established as the Data Science Institute (dsi.virginia.edu);

- Worked with CIOs at other Virginia public universities to develop support for a state-wide high-performance computing marketplace experiment;

- Served on the Program Committee for the EDUCAUSE 2014 national conference;

- Served on an external review panel for university-wide IT at Cal Poly San Luis Obispo.

July 2006 -   Associate Vice President and Deputy Chief Information Officer
June 2013   University of Virginia

The new VP/CIO and I were recruited by UVa to establish information technology as a strategic resource at the University. During the first seven years, we:

- Launched two major strategic academic IT initiatives: the University of Virginia Alliance for Computational Science and Engineering (uvacse.virginia.edu), designed to create and sustain a culture of computation at UVa; and the Sciences, Humanities, & Arts Network of Technological Initiatives (shanti.virginia.edu), designed to expand UVa's leadership in digital humanities to the broadest possible community of scholars and students;

- Reorganized the central IT organization around a focus of reliability and predictability, and significantly expanded the information security operation;

- Deployed or replaced major university systems, including email and calendaring, learning management, student information, public computing labs, videoconferencing, campus wired and wireless networking infrastructure, internal and external voice communications infrastructure and services;

- Designed, funded, constructed, and occupied a new state-of-the-art energy-efficient data center;

- Completed a comprehensive cost-of-services analysis in preparation for the University's shift to an activity-based budget model.

My portfolio has focused primarily on the strategic application of technology to research and scholarship, the University's role in technology-facilitated economic development, and technology in emergency preparedness. I have:

- Had organizational responsibility for the UVACSE and SHANTI initiatives;

- Led creation of, and served as founding chairman of the board of, the Mid-Atlantic Research Infrastructure Alliance (MARIA), Inc., a new member-governed organization dedicated to providing access to advanced technology in support of research and teaching (www.marialliance.net/);

- Led UVa's participation in, and served on the Program Advisory Group for, the Internet2 Net+ Initiative, which is working with commercial and non-commercial vendors to transform the way that cloud services are provided to educational institutions, leveraging the infrastructure facilities of the Internet2 Network and the federated authentication and authorization services available through InCommon (internet2.edu/netplus/);

- Led UVa's participation in the 4-VA Initiative, a consortium of four universities in the Commonwealth of Virginia that are working together to realize Virginia's goals for higher education;

- Led UVa's participation in, and served on the steering committee of, the University Community Next Generation Innovation Project, or Gig.U, which seeks to promote economic competitiveness and create jobs by accelerating the deployment of ultra high-

speed networks to leading U.S. universities and their surrounding communities (www.gig-u.org/);

- Served as liaison from the Office of the VP/CIO for institutional emergency preparedness and response activities;

- Served on the external review panel for the University of Alaska-Fairbanks supercomputing center.

Dec 2004 -   Special Counselor to the Provost
June 2006   Office of the Provost and Executive VP for Academic Affairs
               University of Michigan

This position was created to serve as a catalyst for collaboration on IT matters across the University of Michigan. In this role I:

- Led the development, coordination, and implementation of various components of the University of Michigan's IT Commons Initiative, an effort to bring the benefits of collaboration, shared planning, and shared services for IT to a university which values its decentralized, entrepreneurial tradition;

- Collaborated with campus units to encourage adoption of management approaches and technical solutions that were consistent with the IT Commons;

- Led the project to design and construct a new 10,000 square foot data center designed to support high-performance computing;

- Advised the Provost and Associate Provost on a wide range of IT-related issues including technical, organizational, and policy discussions; assisted in communicating with the Board of Regents, Executive Officers, and the Academic Program Group (council of deans).

> *(This position was a quarter-time appointment during the 13 months of my interim presidency at Merit, full-time for the final six months.)*

Dec 2004 -   Interim President and CEO
Dec 2005   Merit Network, Inc.

Merit Network, Inc. (www.merit.edu), was founded in 1966 to facilitate computing collaboration among Michigan's three large state-supported universities. Merit runs North America's oldest operating regional research and education network. Merit budgeted approximately $16M annually and employed about 55 people.

I was brought in to lead Merit through a difficult period of transition. Fundamental changes in the economics of networking and higher education in Michigan had resulted in an organization in significant distress. During my interim year I:

- Worked with the Merit Board of Directors (composed of the Chief Information Officers of the thirteen member universities) to reconnect the Board and the member universities to the Merit staff;

- Worked with the Merit Board and Merit staff to examine the higher education IT environment, members' needs and ambitions, and the unique opportunities of the time, resulting in articulation of a new and compelling mission and vision for Merit;

- Worked with the Merit Board and Merit staff to arrest financial decline and turn Merit toward a sustainable fiscal path, including development of a new model for allocating the costs of the organization among the members in a way which reinforces their vision for Merit.

Merit's major operational accomplishments during my interim year included:

- Competed for and won the contract to manage the Michigan Lambda Rail (MiLR) fiber network on behalf of Michigan State University, The University of Michigan, and Wayne State University; network fully operational at 10Gbps during Summer 2005;

- Obtained financing and began construction of Merit's $4M mid-Michigan fiber backbone network;

- Reached an agreement with ORANO (Ontario) and NYSERNet (New York) to interconnect optical networks from Chicago to New York City;

- Reorganized governance for the North American Network Operators Group (NANOG), the international forum founded by Merit during the transition from Merit's operation of NSFnet to the commercially-operated commodity Internet;

- Reorganized the Merit Member and Affiliate Services group to de-emphasize new sales and focus on outreach to and interaction with members and affiliates around advanced networking;

- Moved Merit's offices into the newly completed Michigan Information Technology Center;

- Worked with higher education institutions and state government on renewal of the Michigan Telecommunications Act on terms favorable to higher education;

- Worked with EDUCAUSE and StateNets to understand and mitigate the impact of new federal CALEA regulations.

1995 -   Director of Information Technology
Nov 2004   College of Literature, Science, & the Arts,
                University of Michigan

As the first incumbent in this position, I was hired to provide vision and coordination to the College's information technology efforts. In pursuit of this goal, I:

- Advised the Dean on strategic and tactical issues regarding information technology;

- Managed the infrastructure of computing in the College, including the personnel, computing and networking hardware, and software assets of the College;

- Represented the College on technology issues at the University level.

Beginning with a set of independent departmental computing support groups, I forged a coordinated, distributed IT support organization for the College. This organization:

- Supported instructional, research, and administrative use of information technology for approximately 15,000 undergraduates, 2,000 graduate students, 1,200 faculty, and 800 staff in over 50 departments, programs, and service units;

- Budgeted $8.5 million in annual operating expenses; employed about 70 full-time staff and numerous student employees.

In addition to my College activities, I was deeply involved in the University of Michigan's IT Commons Initiative an effort to bring the benefits of collaboration, shared planning, and shared services for IT to a university which values its decentralized, entrepreneurial tradition. I was a:

- Founding member, IT Commons Stewards Group, providing leadership for the initiative as a whole;

- Steward, IT Commons Authentication and Authorization Infrastructure Working Group, which reviewed and restructured the University's fragmented AA infrastructure;

- Steward, IT Commons Storage Services Infrastructure Working Group, which recommended a new shared campus storage architecture to replace both the aging existing infrastructure and college-operated storage systems;

- Steward, Public Key Infrastructure (PKI) planning and implementation effort.

Other University-level planning and advisory groups in which I participated include:

- Member, Provost's Digital Strategies Council;

- Member, team to write RFP and evaluate bids for possible outsourcing of Michigan's voice systems and services;

- Member, Infrastructure Working Group of the President's Commission on the Information Revolution;

- Member, IT Security Architecture Task Force;

- Member, Academic Computing Advisory Committee;

- Member, Media Union Virtual Reality Faculty Advisory Committee.

1985 - 1995   Manager of Operations and Project Manager
               A. H. Case Center for Computer-Aided Engineering and Manufacturing
               College of Engineering
               Michigan State University

In partnership with its director, I developed and operated Michigan State University's A. H. Case Center for Computer-Aided Engineering and Manufacturing, the academic and administrative computing unit for the College of Engineering. The Case Center:

- Supported instruction, research, and outreach for approximately 3,500 engineering undergraduates, 700 graduate students, and 350 faculty and staff;

- Budgeted $1.2 million annually for Case Center operations, excluding grants and in-kind donations.

While at the College of Engineering, I:

- Managed all operational aspects of the Case Center;

- Designed the network physical plant for two large additions to the Engineering Building and one new building;

- Developed and taught seminars on numerous computing topics; presented guest lectures on computing for Engineering classes;

- Wrote grant proposals resulting in the donation of over five hundred thousand dollars of new computer equipment;

- Consulted with other universities and businesses concerning computer and network acquisition and installation;

In addition, I was active in numerous University, local, and national planning and professional activities:

- Member, Computer and Communications Systems Advisory Committee (CCSAC), a faculty committee which advises the Vice Provost for Computing and Technology;

- Member (and chair), Network Communications Committee, a standing subcommittee of CCSAC responsible for oversight of MSU's campus-wide data communications systems;

- Member, Operations and Finance Committee, a standing CCSAC subcommittee responsible for oversight of MSU Computer Laboratory operations, including rate-setting and evaluation, and recommendation of mainframe and mini-supercomputer acquisitions;

- Member, working group which designed and implemented MSU's campus-wide high-speed computer network;

- Founder, Lansing local user group of the Digital Equipment Computer Users Society (DECUS);

- Vice-chair, DECUS US Chapter Graphics Special Interest Group;

- Member, DECUS US Chapter Library Committee.

1981 - 1985   Systems Analyst
               Department of Large Animal Clinical Sciences
               Michigan State University

- With the project's principal investigator, designed and directed the implementation of a dairy cattle herd health distributed database system;

- Served as advisor on computing issues to the Dean of Veterinary Medicine.

1978 - 1981   Programmer and systems manager
MSU/National Institutes of Health Mass Spectrometry Facility
Department of Biochemistry
Michigan State University

- Designed and implemented one of the first multi-processor real-time data acquisition and control systems for a magnetic sector mass spectrometer;

- Managed minicomputers dedicated to data acquisition and control of quadrupole and magnetic sector mass spectrometers, and minicomputers used for data reduction.

PUBLIC SERVICE

Emergency Coordinator, Amateur Radio Emergency Service (ARES®) for Albemarle/Charlottesville/UVa (www.aresacva.us)

Trustee for W4UVA, the University of Virginia Amateur Radio and RF Communications Club

EDUCATION

Bachelor of Arts in Multidisciplinary Humanities (Physics, History of Art, Theatre), Michigan State University, 1989

Graduate work in astrophysics at Michigan State University

PUBLICATIONS (INFORMATION TECHNOLOGY)

Alternative IT Sourcing Strategies: Six Views, John A. Bielec, Ed Mahon, Mike McPherson, Michael P. Pickett, Theresa Rowe, Joseph Vaughan, EDUCAUSE Review Magazine, Volume 46, Number 4, July/August 2011

Top-Ten IT Issues, 2011, Bret L. Ingerman, et al., EDUCAUSE Review Magazine, Volume 46, Number 3, May/June 2011

Top-Ten IT Issues 2012, Susan Grajek, et al., EDUCAUSE Review Magazine, May 2012

The Wild-Card Character of "Bring Your Own": A Panel Discussion, R. F. "Chip" German, et al., EDUCAUSE Review Magazine, March/April 2013

PUBLICATIONS (ACADEMIC)

Infrared array measurements of sunspot magnetic field, McPherson, M. R., Lin, H., and Kuhn, J. R., Solar Physics, vol. 139, no. 2, June 1992, p. 255-266.

CCD Photometry of the RR Lyrae Star SS Leonis, Anderson, A. L., et al., J. Am. Assoc. Variable Star Obs., vol. 20, no. 1, 1991, p. 28-31.

Food animal health resource management system (FAHRMX) - an overview, Mather, E., McPherson, M., Harsh, S., Martin, F., Nott, S., Kaneene, J., Veterinary Epidemiology and Economics, Proceedings of the 3rd International Symposium, Arlington, Virginia, USA: ISVEE 3, 1982, 15-22..

Strategy and tactics in development of a veterinary-based computerized management and disease surveillance system, Bartlett, P.C., Kaneene, J.B., McPherson, M., Mather, E.C., Proc. III Intnl. Symp. on Veterinary Epidemiology and Economics, Arlington, Virginia, 1982, 233-240 pages.

Hardware' background/foreground data system: an essential development in support of metabolic profiling on magnetic sector mass spectrometers, poster paper, Martin, F., Johnson, S., McPherson, M., and Holland, J., 28th Annual Conference on Mass Spectrometry and Allied Topics, 25-30 May 1980, New York, New York.

OTHER

Goozbazi LLC, IT Consulting, Charlottesville, VA (Founder and President) (www.goozbazi.com)

PROFESSIONAL MEMBERSHIPS

American Association for the Advancement of Science (AAAS)

Association for Computing Machinery (ACM)

IEEE Computer Society

RECOGNITIONS

Marquis Who's Who in America

PERSONAL INFORMATION

Married; four stepchildren; fourteen grandchildren

Instrument-rated private pilot

Extra Class amateur radio licensee (www.kq9p.us)