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Permanent Position at M.I.T.:

- **Professor of Engineering Systems and of Civil and Environmental Engineering**

Professional Capabilities:

- **Real Options:** Uncertainty Management in the Design and Development of Engineering Systems (http://ardent.mit.edu/real_options)
- **Airport Systems Planning and Design** for airport landside, operations and management; specific expertise on airport privatization and multi-airport systems. (<http://ardent.mit.edu/airports>)
- **Policy and Strategic Planning** for public and industrial enterprises faced with economic, regulatory and technological uncertainty.
- **Application of Systems Analysis**, the technical and economic assessment of large-scale projects. Textbooks and research in risk, decision analysis, real options and dynamic strategic planning.
- **Courses for Mid-Career Professionals**, given worldwide and through long-distance multimedia
- **Languages:** English and French (fluent); German and Spanish (conversational); Portuguese and Japanese (second year)

Visiting Professorships and Adjunct Appointments:

- Instituto Superior Técnico, Professor Catédrico Convidado, Portugal, 2008 --
- Senior Research Associate, Judge Business School, Cambridge University, 2003 --
- Life Member, Clare Hall, Cambridge University 2002 -- present
- Harvard University, Kennedy School of Government 2000-present
- Oxford University, Balliol College 2001
- University of Calgary (Canada) --Distinguished Research Visiting Professor 2000
- Ecole Nationale des Ponts et Chaussées (Paris) 1986 - 2005
- Master's in International Business Program (Tokyo) 2000
- Ecole Hassania des Travaux Publics (Casablanca) 2000
- University of Bristol (UK) 1992 -99
- Australian Bureau of Transport and Communications Economics 1995
- Collège des Ingénieurs (Paris) 1984-94
- Ecole Centrale de Paris 1981-82
- University of California, Berkeley 1974-78
- London Graduate School of Business (UK) 1973-74

Previous Positions:

- **Founding Chairman, MIT Technology and Policy Program (1976-2000)** A graduate program to educate leaders in strategic planning and implementation of major technological projects of national significance (<http://tppserver.mit.edu>). It inspired parallel programs at Cambridge University and the Delft University of Technology.
- Director, MIT Civil Engineering Systems Laboratory 1970-73
- White House Fellow (President Johnson) 1965-66

Textbooks:

- Engineering Systems Analysis for Design (in preparation)
- Airport Systems: Planning, Design and Management (McGraw-Hill, 2003)
- Applied Systems Analysis: Engineering Planning and Technology Management (McGraw-Hill, 1990)
- Airport Systems Planning (Macmillan and MIT Press, 1976)
- Systems Planning and Design: Case Studies in Modeling, Optimization and Evaluation (Prentice Hall, 1974)
- Systems Analysis for Engineers and Managers (McGraw-Hill, 1971)

Other Publications:

- Professional Papers -- over 150 published
- Masters, Engineers and Doctoral Theses – about 190 supervised

Editorial Boards

Journal of Air Transport Management 1995 --
International Journal of Technology, Policy and Management, 1999 --
Transportation Research, 1978-1992

Prizes and Honors:

- Doctor honoris causa, Technical University Delft (Netherlands)
- Chevalier des Palmes Académiques (France)
- Francis X. McKelvey Award, US National Transportation Research Board (2009)
- Life Member, Clare Hall, Cambridge University (England)
- MIT Class of 1960 Fellowship
- US - Japan Leadership Fellow
- White House Fellow
- Guggenheim Fellow
- Fulbright award for Science and Technology Policy
- Australian Institution of Engineers (for Strategic Planning)
- NATO Systems Science Prize
- Risk and Insurance Prize
- Best Paper at INCOSE International Conference, 2006

Teaching Awards:

- Joe Martore Award for Outstanding Contribution to Education in the Engineering Systems Division
- Irwin Sizer Award for the Most Significant Contribution to MIT Education
- US Federal Aviation Award for Excellence in Teaching
- MIT Effective Teaching Award
- Faculty Appreciation Award, Technology and Policy Program.
- ATT Fellow in Environmental Education

Directorships, Boards:

- Laing O'Rourke Contractors (UK) Non-executive board, 2005 –2007
- Loughborough U., Innovative Manufacturing and Construction Centre – External Review Board, 2007
- Visiting Committee, Instituto Superior Tecnico Technology Policy Program, 2004
- British-North American Committee 1999 –
- Consejo del Rector, Universidad Anahuac del Sur (Mexico), 1997
- Kennedy Memorial Trust 1994-99
- French-American International School of Boston 1992-97
- Visiting Committee, Netherlands National Universities, Technology Policy Depts. 1997
- Visiting Committee, Department of Systems Engineering, University of Virginia 1988-89
- MIT Committee on Industrial Liaison Program 1984-88
- Geographic Data Technology 1983-90
- Urban Data Processing 1968-80

Technical Advisory Boards

- US Army Review of Research and Development Laboratories, 2003 --
- British Columbia Leading Edge Foundation Advisory Ctee, 2003 –
- Alberta Heritage Fund for Science and Engineering Research (Advisory Ctee) 2000 –
- Royal Netherlands Academy of Sciences (KNAW) -- Review Board for BSIK 2002 --
- ChoiceStream (Technical Advisory Board) 2001-02

Peer Reviews of Major Airport Projects

- Greater Toronto Airport Authority, 2005
- Chicago Area Environmental Impacts Statements Peer Review (Multi-airport systems) 2003 --2005
- New England Regional Airport System 2002 –2006
- Atlanta East International Airport Terminal 2001

Major Airport Consultancies in USA:

- US Dept. of Defense (Annual Review of US Army Laboratories and Tech Centers)
- US Federal Aviation Administration (Privatization, Multi-Airport Systems, Passenger Buildings, etc.)
- Analysis Group (Evaluation of Manila Airport Terminal)
- Denver International Airport (Baggage Systems)
- Los Angeles International Airport
- Massachusetts Port Authority
- Miami Airport (Dade County)
- New England Region -- Peer Review Panel for Planning Study
- Washington State Air Transport Commission

Major International Airport Consultancies:

- Amsterdam Airport Schiphol
- Athens Airport Authority (Greece)
- Australia, Federal Airports Corporation
- Government of Australia
- Bangkok Second International Airport (design of terminal) – PCI
- Bangkok (Multi-Airport Systems) – Louis Berger Group
- British Airports Authority / BAA plc
- Britain, Monopolies and Merger Commission
- Transport Canada
- India, GMR Group (New Delhi and other airports)
- Kuala Lumpur International Airport (Malaysia)
- Mexico, Min. of Communications and Transport (Second airport for Mexico City)
Felipe Ochoa y Asociados (Privatization study for Government)
- Philippines, Review of design for International Passenger Terminal IPT3
- Portugal, Asterion/Brisa (Second Airport for Lisbon)
- Singapore Civil Aviation Authority (Singapore, Brunei)
- Spain, Director General of Civil Aviation
- Pacific Consultants International (Thailand, Myanmar, Indonesia, Papua NG, Kenya, Philippines)
- UK, Laing and O'Rourke (International Construction and Development Company)

Major Consultancies on Flexibility in Design

- Chile, Codelco (National Copper Company)
- Shell Oil Company (US and UK)

Professional Memberships:

- British-North American Committee
- Fellow, Am. Assn. Advancement of Science
- Life Member, Am. Society of Civil Engineers
- Member, Informs

Military Service: First Lieutenant, Airborne Ranger, US Army Corps of Engineers, NDS Medal

Education: Ph.D, Master and Bachelor of Science at MIT Dr. h.c., Delft University of Technology