

# JONATHAN RICHMOND

New Road 15, House 25  
Dhanmondi, Dhaka, Bangladesh  
273c West Main St., #8 Marlborough MA 01752-3839, USA  
Bangladesh: +8801714 179013 US: (617) 395-4360; richmond@alum.mit.edu  
<http://the-tech.mit.edu/~richmond/>

## DESIRED NEXT CAREER STEPS

**Consulting/Advising:** Design/implementation of transport infrastructure and related operational and management systems with focus on reforming public management. Interests in communications techniques for developing country public policy consensus formation; in assisting organizational learning and promoting good governance in developing countries; and in improving operational effectiveness of international development agencies.

**Education:** Faculty position with focus on development studies with priority on research/teaching on approaches for successful program implementation and governance/management systems improvement in developing countries. Transportation studies in developed and developing countries with emphasis on improving implementation effectiveness and systems management.

Interest in **teaching short courses** for development professionals in developing country governments, international agencies and NGOs, with focus on skills for successful project implementation and for promoting good governance.

## HONORS

**Fulbright/Hays Scholarship** (1979-80). Awarded by the US Department of State, International Communication Agency, to pursue graduate studies at MIT.

**MIT Center for Transportation Studies Fellowship** (1988-89). Fellowship awarded for doctoral dissertation research at MIT.

**Laya and Jerome B. Wiesner Award** (May 14, 1990). Received award named for the former President of MIT and his wife for "leadership in enriching student participation in the arts" through founding and managing *The Tech* Performing Arts Series discount ticket service and writing and editing for MIT's student newspaper, *The Tech*.

**New South Wales Department of Transport Visiting Chair in Transport Studies** (1995-96) at University of Sydney. Selected in international competition for senior international scholar visiting position to teach, conduct research, and advise government.

## EDUCATION

**London School of Economics and Political Science** (1976-79). B.Sc. (Economics) degree. Specialized in economic/social geography, economics and geography of transportation.

**Massachusetts Institute of Technology**, Center for Transportation Studies (1979-81). **Master of Science in Transportation**. Areas of study included transportation institutional/policy analysis, public policy & management, organization theory, urban economics, systems analysis. Course work taken under cross-registration at Harvard included transportation management at **Harvard Business School** and political & bureaucratic analysis at the **Kennedy School of Government**.

**Massachusetts Institute of Technology.** Interdepartmental **Ph.D program in Transportation Planning** (1984-1991). Coursework in policy analysis, artificial intelligence, computers & society. Doctoral examinations completed June 1985. Visitor at University of North Carolina, Chapel Hill, 1986-87. Thesis defended February 4, 1991. Degree award date June 3, 1991.

## EDUCATION-RELATED RESEARCH

**Bachelor's thesis at LSE** (1978-79). Comparative evaluation of plans to extend London Transport Underground or British Rail services to London Heathrow Airport. Supervisor: Dr. Kenneth Sealy.

**MIT Center for Transportation Studies**, US Department of Energy project (1979-80): *Energy Planning — The Realities*. Study of energy contingency and conservation planning in New York State.

**MIT Center for Transportation Studies** (Summer 1980). Researched and wrote case study: *The MBTA and the Transit Crisis in Boston: The Politics of Change*.

**Master's thesis at MIT** (1980-81). *Perpetuum Mobile — AMTRAK: The Original Sin*. Examined alternative approaches to explaining the AMTRAK route structure: economic, political, managerial, organizational. Discussion of problems of planning, policy and analysis. Research included 56 interviews, analysis of Congressional/DOT/AMTRAK documentation, of energy use models and other literature. Supervisor: Professor Alan Altshuler.

**Doctoral dissertation at MIT** (1985-91). *Transport of Delight — The Mythical Conception of Rail Transit in Los Angeles*. Evaluated alternative theories of technology choice in transportation, asking how people inquire about such choices and how this influences decisions. Roles of technical analysis, metaphor and symbolism in forming perspectives of both political leaders and government agency analysts examined in the context of transportation policy formation in Southern California with a focus on planning for light rail. Emphasis on a critical analysis of the role of assumptions and of ethical aspects of the planning process. Doctoral committee: Donald Schön; Joseph Weizenbaum; Ralph Gakenheimer; and Martin Wachs.

## EMPLOYMENT

**Air Canada**, Heathrow Airport, London (Summer 1978). Employed under corporate student hiring scheme to prepare a report on development of possible systems for productivity measurement applicable to all Air Canada operations in the European Division.

**Air Canada Cargo**, Montreal (Summer 1979). Employed under student hiring scheme to execute a survey to provide information for market planning.

**Southern California Association of Governments**, Los Angeles (March 1982 - May 1983). Transportation Planner with responsibility for commuter and inter-city passenger rail. Projects included: commuter rail to San Bernardino/Riverside (analysis of Caltrans proposal, patronage potential, development of cost model, discussion of goals), Light Rail to Long Beach (evaluation of proposal), proposed "Bullet Trains" for the Los Angeles – San Diego corridor (evaluation of private sector proposal), and construction of fare structure for Orange County commuter rail.

**City of Tustin, California** (1983-1984). Evaluated demand and cost projections and operating feasibility of proposed Los Angeles – San Diego "Bullet Trains." Analysis included critique of demand, capital cost and operating cost projections and of financial planning for the high-speed rail project. Full-time consultant June – August, 1983. Continued as part-time consultant for Tustin until December, 1984.

**Massachusetts Institute of Technology**, Department of Civil Engineering, Transportation Systems Division (Fall 1985), Instructor. Designed and taught new graduate course in Transportation Policy Analysis.

**University of North Carolina, Chapel Hill**, Department of City and Regional Planning (1986-1987). Visiting Lecturer. Departmental teaching duties in transportation planning, graduate student thesis supervision and research on an Urban Mass Transportation Administration project on privatizing transit.

**Florida High Speed Rail Corporation** (April 1987 - August 1990). Following development of guidelines for ethical conduct of market research by the High Speed Rail Association and the emergence of oversight consulting as a result of my review of high-speed rail demand estimates in California, was retained as oversight consultant for demand projections for a proposed high-speed rail service in Florida. Reviewed proposals submitted by consultants, assisted with interviewing applicants and made recommendations for consultant selection. Worked with chosen consultant to review plans for survey work and ensure that assumptions for modeling were appropriately chosen. Provided technical assistance to legal team in preparation of testimony and cross-examination of witnesses from competing applicant for the high-speed rail franchise.

**Massachusetts Institute of Technology**, Department of Civil Engineering, Transportation Systems Division (Fall 1988). Instructor for graduate course in transportation policy analysis. Course focused on ethics and included application of moral philosophy to problems of transportation policy and policy in general.

**Massachusetts Institute of Technology**, Center for Transportation Studies (January 1992 - March 1994). Visiting Scientist. Performed analytical work for Los Angeles County Supervisor Michael Antonovich (please see below). Worked on postdoctoral research publication projects.

**Supervisor Michael Antonovich**. Transportation policy adviser to Chair, Los Angeles County Transportation Commission (March 1992 - February 1993). Research for strategic planning, including work on resolution of transit budget shortfall; on economic/financial appraisals of transit performance; on privatization; on the case for electric and/or tracked bus service; on development of an effective 30-Year Plan for transportation in Los Angeles County; and organizational study of the needs for change and integration in the merger of two former transport agencies into a new Metropolitan Transportation Authority.

**University of California, Los Angeles**, Graduate School of Architecture and Urban Planning (Spring term 1994). Lecturer. Designed and taught undergraduate course on "Transportation Geography" and graduate course on "Thought and Action in Planning: The Case of Transportation Planning in Los Angeles."

**University of Reading**, Department of Economics, Faculty of Urban and Regional Studies (Academic year 1994/95). Lecturer. Taught undergraduate and graduate students in transportation, urban and regional economics, and land and property management.

**University of Sydney**, Institute of Transport Studies, Graduate School of Business (July 1995 - November 1996). New South Wales Department of Transport Visiting Professor of Transport Planning until July, 1996, then Associate Professor of Transport Planning. Taught university students and professionals in transportation planning and economics. Organized and chaired major workshops with Australia-wide attendance on issues of land-use and transportation planning, including getting transportation facilities and services planning underway for the Sydney 2000 Olympics. Advised government on policy.

**Harvard University**, Taubman Center for State and Local Government, Kennedy School of Government (January 1997 - July 2000). Fellow. Conducted research project to evaluate performance of new urban rail passenger systems in the United States, including field visits transit properties and analysis of data to compare results with projections to better understand the structure of transit system costs and ridership and to critically analyze currently used evaluation systems (article in *Transport Reviews*, see below). Completed study to assess suburban transit development options for South Shore Massachusetts communities. Wrote a historical account of the politics of large-scale US transit project development. Completed a study to review the political aspects of introducing market-based mechanisms to transit service delivery. Presented results as a book: *The Private Provision of Public Transport*.

**The World Bank** (July - August 1997). Consultant to the World Bank to evaluate transportation infrastructure and operations options for Mauritius and provide guidance to the Government of Mauritius in preparation of a long-term strategic transportation plan.

**CBD Transport Advisory Council, Sydney** (November - December 1997). Evaluated proposals and provided advice on development of public transport for Sydney central business district.

**Coach USA** (April - September 2002). Consulting to review pending Rhode Island legislation on transportation services contracting, competing operator costs and organizational structures, and the Rhode Island paratransit procurement process.

**Asian Institute of Technology**, School of Civil Engineering, Transportation Engineering program (2003/2004), Urban Environmental Management program, School of Environment, Resources and Development (2004/2005). Visiting Fellow. Taught graduate course on “Public Transportation Systems,” and developed innovative new course on “Developing Transport for Developing Countries,” aimed at developing student participation, critical thinking, and professionalism in an Asian context (article on experience in *International Education Journal*, see below). Successfully sought Singapore Government funding and took 14 students to Singapore for a field trip to study transport policy processes. Arranged meetings at multiple agencies and for students to observe transport/land-use relationships and conduct a survey at a housing estate. Students presented critical findings to the Singapore ambassador to Thailand. Supervised graduate student research and advised graduate students. Conducted research on transportation policy processes in Bangkok and Singapore, and on the role and perception of the informal sector in public transportation in the developing world.

**Integrated Transport Planning**, Milton Keynes, UK. (July - September 2005). Part of team working on proposal for bus system strategic planning/financing for Noosa, Queensland, Australia. Selected and supervised subcontractor for literature survey/case-study work and participated in report completion.

**Harvard University**, Department of Urban Planning & Design, Graduate School of Design (October 2005 - June 2006). Completed library research and writing of journal articles based on work conducted in Asia on the subjects of transportation policy processes in Singapore and about innovations for teaching professionals in Asia.

**Government of Mauritius**. Transport Adviser (Funded by African Development Bank, September 3 - 30, 2006). Conducted breakthrough consensus-forming process to end long-term impasse in transport policy by forging agreement between public and private sector actors in transport. Chaired forums where policy options were presented and debated. Set of 18 coherent measures was accepted and recommended to Mauritius Cabinet following focusing on options most likely to be acceptable, and modifications and trades between participants to facilitate consensus. Provided the basis for subsequent Government transport policy.

**Conservatoire National des Arts et Metiers**, Paris, Logistique, Transport et Tourisme (October - December 2006). Visiting Professor. Taught graduate student seminar (conducted in French) on transport planning and management for developing countries.

**Government of Singapore, Public Transport Council** (May - June 2007). Transport Advisor. Advised government on alternatives for public transport system development and on measures for improving regulation, management and service delivery in the public transport sector as part of an overall government review and preparation of new land transport white paper.

**Government of Mauritius**. Transport Adviser (Funded by African Development Bank, from July 29 - September 20, 2007; by the World Bank, November 5, 2007 - November 4, 2008). Advised government on land transport in Mauritius, developing planning initiatives based on 2006 consensus forums recommendations. Developed concept for Mauritius Land Transport Authority as integrated planning, programming, implementation and management agency to replace three ill-coordinated bodies. Prepared terms of reference for consultants to build new agency together with employees with fully consultative and participative action learning approach. Called for consultants to help recruit at the executive level and establish a major new planning department, a fully-accountable finance department, and a modern human resources unit to emphasize quality processes of employee acquisition, training and enhanced career development. Provided for anti-corruption systems as well as more democratic governance structure, drawing on creativity of employees at all levels. Conceived and wrote terms of reference for planning/implementation of comprehensive Bus Modernization Programme to bring bus rapid transit to Mauritius, restructure the national bus route system, and implement reformed regulatory and fares systems. Conceived and wrote terms of reference for Bus Replacement Programme, to establish principles for modern bus fleet development in Mauritius. Led efforts to screen and select consultants for a range of programmes. Provided wide-ranging policy advice to the government.

**Government of Dubai, Roads & Transport Authority**. (Nov/Dec 2008). Advised and assisted with tender exercise for privatization of public bus services.

**Government of Bangladesh, Ministry of Communications, Dhaka Transport Coordination Board**. Public Transport Adviser (Funded by World Bank September 2009 - December 2010). Advised government on public transport policy with special emphasis on reform of both service delivery and institutions. Major project responsibility in area of bus rapid transport (BRT). Conceived project for corridor restructuring to reform operation of general purpose highway lanes as well as install BRT, and prepared tender documents.

Worked with consulting industry to develop approach suited to the development context of Bangladesh. Also prepared project for Dhaka wide bus route restructuring and remake of regulatory, operational and managerial systems. Developed proposal for new performance-based Metropolitan Transport Authority to improve governance, and management.

## PUBLICATIONS — BOOKS

“Introducing Philosophical Theories to Urban Transportation Planning.” Chapter in ed. Hendler, Sue, *Planning Ethics: A Reader in Planning Theory, Practice, and Education*. New Brunswick, NJ: Center for Urban Policy Research. 1995: 301-320. Based on *Systems Research* article (see below).

*The Private Provision of Public Transport*. Taubman Center for State and Local Government, John F. Kennedy School of Government, Harvard University. January 2001. ISBN 0-9709022-0-4. From review in *Journal of the American Planning Association*: “should be required reading for all researchers and practitioners involved in the delivery of urban mass transportation... promises to become the definitive coverage of the current state of affairs in transit privatization in the U.S. at the opening of the 21st century.”

*Transport of Delight — The Mythical Conception of Rail Transit in Los Angeles*. Based on updated MIT doctoral dissertation. Technology and the Environment series, University of Akron Press, January 2005.

“Denver” case study in ed. Clucas, Richard A., *State and Local Politics Reader*. Chapter 10: “State and Local Bureaucracies: The Concept of Privatization.” Boston: Houghton Mifflin, April 2005: 243-249. Reprinted chapter from *The Private Provision of Public Transport*.

## PUBLICATIONS — REFEREED JOURNAL ARTICLES

“Introducing Philosophical Theories to Urban Transportation Planning or Why All Planners Should Practice Bursting Bubbles.” *Systems Research*, Vol. 7, No. 1. March 1990.

“Simplicity and Complexity in Design for Transportation Systems and Urban Forms.” *Journal of Planning Education and Research*, Vol. 17, No. 3. Spring 1998: 220-230.

“The Mythical Conception of Rail Transit in Los Angeles.” *Journal of Architectural and Planning Research*, Vol. 15, No. 4. Winter 1998: 294-320.

“A Whole-System Approach to Evaluating Urban Transit Investments.” *Transport Reviews*, Vol. 21, No. 2. April - June 2001: 141-179.

“Bringing Critical Thinking to the Education of Developing Country Professionals.” *International Education Journal*, Vol. 8, No. 1, April 2007:1-29.

“Transporting Singapore – The Air-Conditioned Nation.” *Transport Reviews*, Vol. 28, No. 3, May 2008: 357-390.

## OTHER ACADEMIC JOURNAL PUBLICATIONS

“Soho — Encroachment on an Urban Village.” *HORIZON*. Vol. 26. 1978.

“Flying the Tube — A Trip in the Right Direction?” *HORIZON*. Vol. 27. 1979.

Ed. Martin Wachs, *Ethics in Planning*. Book review in *Journal of the American Planning Association*. Summer 1986: 370-371.

“Mental Barriers to Learning and Creativity in Transportation Planning.” *Carolina Planning*. Vol. 13, No. 1. Fall, 1987: 42-53.

“Moving Beyond Imagery.” Commentary article. *Carolina Planning*. Vol. 13, No. 1. Fall, 1987: 45-57.

Ed. Susan Hanson, *The Geography of Urban Transportation*, 2nd Edition. Book review in *Journal of Planning Education and Research*. Vol. 16, No. 2. Winter, 1996: 155-156.

“Donald Schön — A Life of Reflection.” Wrote contribution and edited compilation of submissions from ACSP conference session in honor of Prof. Schön’s memory. *Journal of Planning Literature*. Vol. 13, No. 1. August 1998: 3-10.

Flyvbjerg, Bent et. al., *Megaprojects and Risk*. Book review in *Planning Theory*, Vol. 4, No. 1, 2005, p. 115-119.

Schrag, Zachary M., *The Great Society Subway: A History of the Washington Metro*. Book review, *Journal of Urban Affairs*, forthcoming.

## PUBLICATIONS — OTHER ACADEMIC

*The MBTA and the Transit Crisis in Boston: The Politics of Change.* MIT Center for Transportation Studies. Case study CTS-80-1. 1980.

“The Impossible Balance in Sydney.” Institute of Transport Studies, University of Sydney, *Working Paper* ITS-WP-95-9. July 1995.

*Designing Transport & Urban Forms for the Australia of the 21st Century.* Edited proceedings of workshop at Institute of Transport Studies, Sydney on April 30, 1996 and wrote introduction. Contributed paper on “Simplicity and Complexity in Design for Transport Systems and Urban Forms.” Institute of Transport Studies, Sydney, *Working Paper* ITS-WP-96-5. April 1996.

*New Rail Transit Investments — A Review.* Taubman Center for State and Local Government, John F. Kennedy School of Government, Harvard University. June 1998.

*Choices for Mobility Enhancement in the Greenbush Corridor — A Review.* Taubman Center for State and Local Government, John F. Kennedy School of Government, Harvard University. October 1999.

## CONSULTING REPORTS (NON-CONFIDENTIAL)

*Slicing The Cake: The Case for a Los Angeles – San Diego Bullet Train Service.* Tustin, Calif: City of Tustin. August 1983.

*Bullet Train Results Depend Upon An Error Of Computation.* Tustin, Calif: City of Tustin. November 1984.

*The Costs of Contracted Service: An Assessment of Assessments.* County of Los Angeles, office of Supervisor Michael Antonovich. July 1992.

*Organizational Design in the Merger Process — A Review.* County of Los Angeles, office of Supervisor Michael Antonovich. February 1993.

*Mauritius Transport Consensus Forums – Briefing to the Hon. Members of the Cabinet.* Government of Mauritius, September 28, 2006.

## EDITORIAL/OPINION ARTICLES

“The Costly Lure of the Bullet Train — Legislature Acts Quickly and Blindly on an Untested Scheme.” Editorial article. *Los Angeles Times*. September 8, 1982.

“Metro Rail: Wrong Track to Meeting Transit Needs.” Editorial article. *Los Angeles Times*. February 15, 1985.

“Light Rail: the dream vs. reality; Despite glowing imagery, few tangible benefits.” Editorial article. *Long Beach Press-Telegram*. January 24, 1986.

“Rail Transportation.” Viewpoint article. *The Tab* (Boston area newspaper). May 17, 1988.

“Ethical Tools More Useful than Rules.” *Technology Review*. May, 1989.

“The Little Engine That Couldn’t.” Editorial article. *Los Angeles Times*. July 13, 1990.

“Raising Bus Fares Would Make Them Less Fair.” Editorial article. *Los Angeles Times*. June 17, 1994;

“Why the Car is Still King of the Road.” Editorial article. *The Sydney Morning Herald*. May 2, 1996.

“MTA Fat, Union Waste Are Both to Blame.” Editorial article. *Los Angeles Times*. September 29, 2000.

“The Costly Triumph of Ideology.” Editorial article. *Los Angeles Times*. January 21, 2001. Reprinted in *Bus Ride* (bus industry magazine), March 2001.

“Can Reorganization Tame the MTA Beast?” Editorial article. *Los Angeles Times*. March 3, 2002.

“Derail Trains and Ding Drivers.” Editorial article. *Los Angeles Times*. April 17, 2005.

“A Bangla Language of Government.” Editorial Article. *The Daily Star*, Dhaka, Bangladesh, February 27, 2007.

“A Memorable Evening at Shilpakala Academy.” Editorial Article. *The Daily Star*, Dhaka Bangladesh, December 21, 2009.

## PRESENTATIONS – PUBLIC TESTIMONY

**California Senate Transportation Committee.** Testimony as expert witness on high-speed rail demand projections. May 1983.

**Independent Pricing and Regulatory Tribunal of New South Wales.** Testified on “Review of Pricing Principles for Countrylink” intercity rail passenger service in New South Wales. Recommended changes to intercity passenger policy to benefit special needs groups and improve efficiency. November 27, 1996.

**Hillsborough County, Florida, Committee of 99.** Presented findings of “*New Rail Transit Investments – A Review.*” Tampa. September 14, 1999.

**Minnesota House Government Finance Committee.** Testimony as expert witness on transit investment decision-making, with presentation of findings from “*New Rail Transit Investments – A Review.*” St. Paul. December 7, 1999.

## PRESENTATIONS – CONFERENCES

### **Association of Collegiate Schools of Planning:**

- “Introducing Philosophical Theories to Urban Transportation Planning, or Why All Planners Should Take Regular Bubble Baths.” Los Angeles. November 7, 1987.
- “Theories of Symbolism, Metaphor and Myth, and the Development of Western Rail Passenger Systems or Penis Envy in Los Angeles.” Portland, Oregon. October 7, 1989.
- “The Mythical Role of Forecasting in Transportation Planning.” Austin, Texas. November 4, 1990.
- “Transport of Delight — The Mythical Conception of Rail Transit in Los Angeles.” Oxford (with Association of European Schools of Planning). July 9, 1991.
- “Providing Therapy for Planning Politicians” [helping politicians reflect]. Columbus, Ohio. November 1, 1992.
- “Planning for Change in Public Transportation Agencies.” [based on work on the merger of two former agencies to create a new Metropolitan Transportation Authority in Los Angeles]. Philadelphia. October 29, 1993.
- “Teaching Mindsearching in Planning” [developing reflective ways of teaching]. Phoenix. November 4, 1994.
- “West Churchman — In the Service of Humanity.” Organized and chaired panel, and gave presentation in honor of C. West Churchman. Also gave presentation on “Learning By Teaching” [getting students to participate in the planning process]. Detroit. October, 1995.
- “Donald Schön — A Life of Reflection.” Chaired conference session and made presentation. Chaired session on “Rail Transit” and presented paper on “New Transit Systems for American Cities: A Pause for Questions.” Chaired session on “History and Transcendence.” Respondent to papers at session on “International Planning Experiences in Creating Communities.” Fort Lauderdale. November, 1997.
- “Policy for Choosing New Urban Transportation Developments — A New Systems View.” Pasadena, California. November 1998.
- Presented paper on “The Political Origins of Transit Megaprojects,” and panelist on “Teaching Planning Ethics.” Chicago. October 1999.

**Transportation Research Board.** Presentation of findings of Los Angeles – San Diego high-speed rail plan evaluation at annual conference. January 1984.

**Transportation Research Board Executive Committee.** Provided critical commentary on high-speed rail proposals in the United States and on analytical procedures for their assessment to TRB Executive Committee meeting. January 9, 1990.

**World Conference on Transport Research, University of California, Berkeley.** Organized and led conference field visit to Google to study providing transportation services for high-tech companies and Google’s innovative approach to the problem. Presented papers on “Bringing Critical Thinking to the Education of Developing Country Professionals” and “Transporting Singapore – The Air-Conditioned Nation.” June 24-28, 2007.

## PRESENTATIONS – SEMINARS

**Presentations of Doctoral Dissertation Research Findings.** University of Auckland, Department of Town Planning, Auckland, New Zealand. August 7, 1991. University of South Australia, Department of Town Planning, Adelaide, Australia. August 21, 1991. University of California, Los Angeles, Graduate School of Architecture and Urban Planning. February 25, 1992. University of California, Berkeley, Institute of Urban and Regional Development. March 3, 1992. University of Sydney, Department of Urban and Regional Planning, Sydney, Australia. August 28, 1992. London School of Economics and Political Science, Geography, Environment and Planning Research Seminar. January 11, 1996.

**Railway Progress Institute.** Luncheon speaker at Institute meeting. Washington DC. December 1983.

**London Business School.** “Systems Theory and the Concept of a Learning Centre.” Strategic and International Management Seminar series. May 1, 1991.

**New South Wales Department of Transport.** “The Impossible Balance in Sydney.” Seminar on the New South Wales *Integrated Transport Plan* to mark appointment at University of Sydney. Sydney. April 11, 1995.

**University of Sydney,** Institute of Transport Studies.

- “Reflecting on Transport Systems.” Seminar series for transportation professionals. Sept - Nov. 1995. Organized and chaired three day-long sessions with Australia-wide attendance:
- “Reflecting on Transport and Urban Form for the Australia of the 21st Century.” November 13, 1995.
- “Designing Transport and Urban Forms for the Australia of the 21st Century.” Also presented paper on “Simplicity and Complexity in Design for Transport Systems and Urban Forms.” April 30, 1996.
- “Transport for the Olympics — Making it Work: A First Forum.” November 5, 1996.

**Massachusetts Institute of Technology,** Transit Interest Group, Department of Civil Engineering. “Simplicity and Complexity in Transit System Design.” April 8, 1996.

**New South Wales Department of Transport.** Organized and chaired seminar on parking policy for New South Wales. 24 June, 1996.

**New Rail Transit Investments – A Review.** Presented at lecture to Department of Urban Studies & Planning, **Portland State University** and at luncheon address to **Cascade Policy Institute** on October 2, 1998; for **MIT** Center for Transportation Studies Research Seminar series on December 11, 1998; at A. Alfred Taubman Center seminar series at John F. Kennedy School of Government, **Harvard University** on December 15, 1998; and at **Taxpayers League of Minnesota** luncheon on December 7, 1999 (see also “Public Testimony” above).

**Briefing on Competition, Privatization, and Public Sector Finance for Transport Projects.** Invited guests and organized briefing for visiting all-party delegation from the London Assembly at **MIT**. Gave presentation on *The Private Provision of Public Transport* book. Session introduced by Yossi Sheffi, Director MIT Center for Transportation Studies. Invited speakers included Dan Ivin (Managing Director, PaineWebber New England Public Finance Group); MIT Professor John Miller; and Fred Salvucci (MIT Senior Lecturer and former Massachusetts Secretary of Transportation). March 1, 2001.

**The Private Provision of Public Transport.** Presentations on book at **University of California, Berkeley**, Institute of Transportation Studies, March 19, 2001; **MIT**, Center for Transportation Studies Distinguished Speaker Series, November 2, 2001; A. Alfred Taubman Center for State and Local Government, John F. Kennedy School of Government, **Harvard University**, April 22, 2002 (followed by a response from former Indianapolis mayor, Stephen Goldsmith); and **World Bank** Urban Transport Thematic Group, July 2, 2002.

**Massachusetts Institute of Technology,** Department of Civil and Environmental Engineering. “Transporting the Air-Conditioned Nation.” Seminar to present Singapore transportation system research findings. Department of Civil & Environmental Engineering, MIT. April 9, 2004.

**Asian Institute of Technology Extension Training Program.** “Overview of Urban Transportation Planning and Management” for professional development program on “Traffic Engineering, Management and Safety” for visiting delegation from Bangladesh. May 31, 2004. Repeated March 14, 2005.

**Asian Institute of Technology.** “Morality, Thought, and Action in Professional Practice: Lectures in Honor of C. West Churchman.” Four public lectures given March/April 2005: 1: “Escaping Assumptions: Towards an Unbounded Systems Approach.” 2: “Moral Philosophy and Cost-Benefit Analysis.” 3: “How to Lie with Statistics: the Perils of Forecasting.” 4: “Transport of Delight — The Mythical Conception of Rail Transit in Los Angeles.”

**Key Issues in Urban Transport for Developing Countries.** Presented at **Khulna University**, Urban and Rural Planning Discipline, Feb 2, 2007; **Chittagong University of Engineering and Technology**, Department of Civil Engineering, Feb. 12, 2007, **Bangladesh University of Engineering and Technology**, Department of Urban and Regional Planning, Feb. 25, 2007, **Bangladesh University of Engineering and Technology**, Department of Civil Engineering, Feb. 26, 2007.

**Chittagong University of Engineering and Technology, Department of Civil Engineering.** “Escaping Assumptions: Towards an Unbounded Systems Approach.” Feb. 12, 2007.

**University of the Witwatersrand**, Johannesburg, School of Architecture and Planning, Cities Seminar. “Transport of Delight — The Mythical Conception of Rail Transit in Los Angeles.” April 22, 2008.

**Israeli Association of Transport Research**, Tel Aviv. “Transporting Singapore – The Air-Conditioned Nation.” May 28, 2008.

**Approaches to Professionalism in the Face of Mismanagement or Corruption in Developing Countries.** Presented at **University of Sri Jayewardenepura**, Colombo, Faculty of Management Studies & Commerce, Feb. 25, 2011; **Open University of Sri Lanka**, Department of Social Studies & **Marga Institute**, Centre for Development Studies, Feb. 26, 2011; **University of California, Berkeley**, Institute of Urban and Regional Development, March 18, 2011; **Florida International University**, School of International and Public Affairs, March 24, 2011; **MIT Center for Transportation and Logistics Distinguished Speakers Series**, April 1, 2011, **Clark University**, Department of International Development, Community and Environment, April 7, 2011; **Rutgers University**, Edward J. Bloustein School of Planning and Public Policy, April 12, 2011; **Columbia University**, School of International and Public Affairs, April 13, 2011.

**World Bank**, Washington DC. Office of the Integrity Vice Presidency. Discussion forum on integrity/corruption in the transport sector. Invited discussion panelist. March 29, 2011.

**World Bank**, Washington DC. Transport Forum 2011. Innovation in Transport & Governance: Review and Discussion of World Bank Institutional Integrity Department Report on Road Projects. Invited discussion panelist. March 30, 2011.

## **MEDIA COVERAGE**

Have frequently assisted the news media and received coverage of my work in publications such as *The Wall St. Journal*, *USA Today*, *Los Angeles Times*, *New York Times*, *The Australian*, *Forbes*, and *The Economist*.

## **PROFESSIONAL INTERESTS**

**Research.** Urban transportation planning/policy/management. Evaluation of urban transit performance and performance characteristics in different contexts. Study of assumptions and alternatives for land use/transportation planning in a variety of national/international contexts. Strategies for urban transport development in developing countries with respect to mobility, economic, equity, environmental, organizational and cultural issues. Improving the relevance of transportation practice in developing country settings. Comparative analysis of approaches of different developing countries and between developing and developed countries. Study of the role of the informal sector in public transportation provision. Comparative analysis of public and private operation of public transport services. Political/managerial processes of decision-making. Institutional/organizational analysis/design. Planning theory, ethics. Theories of learning. Metaphor and symbolism. Study of assumptions of research and project assessment approaches in transportation and public policy formation as a whole and development of alternative methodologies. Development of reflective educational programs at undergraduate/graduate/professional levels.

**Consulting.** Advising for government, and public and private transit operators in strategic transportation decision-making, reforming management and implementing good governance. Assessment/development of transportation plans/alternatives, especially for infrastructure development/management in developing countries. Transportation technology assessment. Financial analysis of transportation capital investment proposals. Assessment/development of methodologies and frameworks for transportation planning. Designing policy/implementation processes in developing countries. Provision of ethical oversight monitoring of consulting contracts. Land-use/transportation planning. Assessment of potential and planning for organizational change and implementation of organizational redesign, including privatization/contracting and/or public agency and private company institutional reform in both developed and developing countries. Studies of institutional/individual learning for design of improved policy/management processes in public/private sectors. Conduct of consensus-forming processes as basis for action. Educational programs for elected officials/transportation professionals.

**Teaching.** Professional practice for developing countries. Transportation policy analysis in developing country and United States contexts; urban transportation planning; transportation geography; Comparative urban planning (developing and developed countries). Planning theory with special emphasis on development: improving governance, and the effectiveness of government and international organizations; planning/managerial ethics; institutional/organizational analysis. Graduate core courses in development/planning/policy/management. Undergraduate courses on introduction to development/planning/policy and/or transportation, and cross-disciplinary courses on approaches to learning and ethics. Emphasis on critical thinking and effective communication. One-day/short-term seminars for professionals on a variety of general planning/policy/management/governance issues as well as in the specialized area of transportation.

## LANGUAGES

French spoken well. Written French workable.

## OTHER ACTIVITIES

**Horizon.** Edited journal of the King's College, London and the London School of Economics Geographical Association from 1977 to 1979.

**Donald Schön Award.** Continuing member of panel which developed and awards the annual Association of Collegiate Schools of Planning (ACSP) Donald Schön Award for Excellence in Learning from Practice.

**Reviewing.** Regular reviewer of papers for a variety of journals; of abstracts for ACSP conferences; and of proposals for National Science Foundation and other major research grant funding.

**Journalism.** Editorial articles on transportation for the *Los Angeles Times*, *Sydney Morning Herald*, and elsewhere. Was a frequent contributor to student press in London, Boston and Berkeley. Several hundred articles published, mostly on arts subjects. Formerly Arts Editor for *The Tech*, MIT's student newspaper and freelance music critic for the *Christian Science Monitor*. Work for the *Monitor* included 4-part series on US-Soviet Cultural Exchange (Spring 1988), research and review of the use of early fortepianos for Beethoven performance (April 10, 1989), and coverage of the Boston Early Music Festival (June, 1991). Covered December 1996 Israel Philharmonic Orchestra 60th Anniversary for *Australian Jewish News*, and wrote feature "Old Media, New Spirit?" on the impact of using period instruments in opera performances for *Opera* magazine, June 2003. Western classical music critic for *The Nation* (Thai national English language daily) for 2004/2005, and currently arts critic for *The Daily Star* (Bangladesh) and member of *The Tech* Advisory Board, which advises on operations of MIT student newspaper.

**The Tech Performing Arts Series.** Founded and administrated program to encourage attendance at Boston-area arts events by providing and publicizing discount tickets for the MIT community. Also regularly advised Boston's SinfoNova Chamber Orchestra on program and financial planning and assisted with subscription sales.

**MIT Outing** [hiking and mountaineering] **Club.** Member, Board of Directors. 1992 - 1994.

**MIT Hillel.** Co-organized, wrote, and led 1992 and 1993 Holocaust Memorial Services.**MIT Committee Work.** Was member of Graduate Student Council (GSC) and GSC representative on Standing Faculty Committee on Graduate School Policy and Corporation Joint Advisory Committee on Institute-Wide Affairs.

**Travel.** Extensive travel, often involving use of public transport and visits to remote areas to appreciate local culture. In addition to travel in Europe, Canada and the USA, have visited Australia, Bangladesh, Bermuda, Bolivia, Cambodia, China, Cuba, Egypt, Ethiopia, India, Indonesia, Israel, Japan, Jordan, Kenya, Laos, Madagascar, Malaysia, Mauritius, Mexico, Morocco, Nepal, New Zealand, Peru, the Philippines, Reunion, Seychelles, Singapore, South Africa, Sri Lanka, Taiwan, Thailand, Tibet, Turkey, the UAE, and Vietnam.

## PERSONAL

**Birth.** London, England: January 19, 1958.

**Nationality and Legal Status.** British citizen. Permanent Resident ("Green Card" holder) of USA ("Alien of Extraordinary Ability" category).