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To Whom It May Concern:

Re. Professor Andrew Black

I am pleased to write this letter on behalf of Professor Andrew Black at the time of his review for indefinite tenure. I was President of the then Oregon Graduate Institute of Science and Technology (OGI) from October of 1994 through June of 1998. For all or most of this period Andrew Black served as Head of the Department of Computer Science and Engineering (CSE), a strong, thriving Department with significant prospects for further development and recognition at an institution with a grave financial crisis threatening its existence with consequent impairment of morale and some sense of desperation. (To provide perspective on my background and experience bearing on this evaluation, I note that I moved to OGI's presidency from its Board of Trustees upon the resignation of the then President. I had previously served as Vice President of New York University (1964-71), President of Reed College for seventeen years (1971-88) , Education Adviser to the then Governor of Oregon and Director of the State's Office of Educational Policy and Planning (1988-91), and President of the then Medical Research Foundation of Oregon (1991-94), a provider of grants for biomedical research and the grantee from NIH for the Oregon Regional Primate Research Center, a basic biomedical research institute, which effected a merger with the OHSU Foundation in the Fall of 1994. I served as Interim President of Lewis & Clark College in 2003-04)

In the Fall of 1994 the imperatives at OGI were to put finances and the budget under control , to give all constituencies of the institution a common and shared understanding of the institution's conditions , circumstances, challenges and opportunities, and to develop a realistic plan for the institution's future in a participatory process . The specific steps taken to realize these imperatives were, in the first instance, a review and reorganization of administration, and the creation of an Academic Renewal Committee to plan the future. Andrew Black played a significant leadership role throughout the process culminating in the ARC plan for the future, and as Department Head he moved the Department in the directions called for by such plan. At the same time he led the successful effort to begin to realize the promise of further development and recognition of CSE. In sum, his was an invaluable role in achieving significant goals and his absence would have made the tasks considerably more difficult to carry out with comparable results.

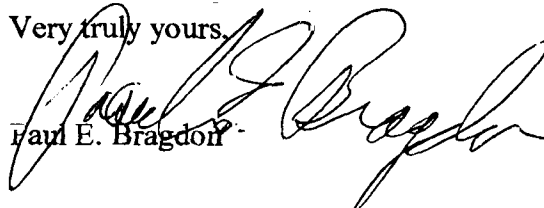
One should understand that at the time Andrew Black was a comparatively young Department Head with limited experience in administration and with little or no basis for an institutional perspective or understanding of how to effect change. He had the pressures of an institutional crisis, the responsibilities for a key Department and the necessity of dealing with strong, first-rate, opinionated colleagues at a time of grave crisis and loss of confidence in institutional leadership. Moreover, he was Head of a strong, contributing Department at a time when other Departments were struggling. That he played the instrumental role he did at OGI and for CSE is truly remarkable, and testimony to his character, high motivation and strong abilities. I am aware that the emotional and physical costs were at times very high indeed, and that the price was high to become a stronger, better and more assured academic leader.

During my tenure at OGI CSE accomplished much, and Andrew Black was a prime mover in some of them and an invaluable participant in others. Among the things I readily recall are:

- A significant expansion of educational offerings pursuant to the ARC Plan, with which he was associated;
- Receipt of an extremely competitive NSF Research Infrastructure Award (\$1.2 M plus \$0.2 M industry contribution);
- Receipt of grant for Murdoch Trust in furtherance of above-cited NSF grant;
- Murdoch Trust grant of \$1 M for educational program expansion;
- Recruited a top-flight Advisory Board for CSE;
- Collaborative efforts with PSU, OSU and U of O to launch Statewide Master of Software Engineering Program;
- Launching and publishing of the Coordinated Portland Area Computer Science course schedule (PSU and OGI);
- Given credit by Keith Thompson, then Intel Site Manager for Oregon, for "turning around" CSE so that it was responsive to industry (at presentation of \$1.5 M gift to OGI by Mr. and Mrs. Gordon Moore; and
- Developed the 1997-2002 CSE Strategic Plan.

I am pleased to provide this information and evaluation of some aspects of Andrew Black's professional work, and I hope that it will be a helpful addition to his file compiled for review.

Very truly yours,


Paul E. Bragdon