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- (1) I graduated in 2003 with a MSEL degree (Magna Cum Laude).
- (2) My “vision” for VLS is that it navigates the next five years without any material diminution of its goals of (i) retaining and augmenting its status as the preeminent environmental law school in the U.S., (ii) increasing the scope and reach of its environmental offerings, particularly outside the pure law community (i.e., building off the MELP and MERL programs and pushing further into distance learning) to make its high quality and varied environmental offerings more broadly available and to provide additional sources of revenue to VLS, and (iii) expanding its role, and reputation, as a catalyst for (and major player with respect to) intelligent environmental dialogue and innovation generally. As a young, free-standing law school with a limited endowment and located in a relatively remote Vermont country location, all this is doubly difficult. VLS must constantly innovate, as well as continuing to actively seek out and become yet more involved in joint ventures and other arrangements with appropriate outside parties, to retain its reputation and its relevance within the environmental community. It may even, hopefully from strength rather than weakness, affiliate with a respected, larger, compatible institution so as to provide access to greater resources and financial stability. To my mind, a significant component of success in the above is the enthusiastic support of VLS by its alumni, financially and otherwise, and the concomitant intelligent support, attention and sense of “belonging” given the alumni by VLS and its alumni organization(s).
- (3) My pre-VLS legal career, extending over 35 years, consisted not only of providing corporate and securities law services to significant organizations (I retired as EVP/General Counsel of a NYSE-listed company), but also involved senior “project” and “planning” roles. I also have many years experience with organizations, both for profit and not for profit, and understand the dynamics of organizational life. Also, as a founding member and secretary of VLS’s MELP/MSEL/MSL Alumni Committee, I feel I have a good grasp of VLS’s strengths and weaknesses and the challenges it faces. Finally, I have deep affection for VLS, both because of its important role in environmental thought and education and because of the way it does business as an institution that “cares” about its students and other members of its community.

- (4) At the moment, I simply have insufficient knowledge of VLS's care and feeding of its alumni to be in a position to offer suggestions as to appropriate changes so as to increase alumni participation. But I do know that the scarcity of alumni support personnel at VLS because of fiscal considerations has increased the need for its alumni organization(s) to step up and assume a more active role in promoting VLS's relationship with its alumni.
- (5) Assuming that paying my son's tuition for his VLS law degree doesn't count, my "alumni service" to VLS has consisted of serving as a founding member on and officer of the MELP/MSEL/MSL Alumni Committee and membership on Dorothy Heinrich's "Parent's Committee," incident to which I sponsored/hosted events for VLS parents/alumni in the Greater Boston area.
- (6) I principally lived in Boston, maintaining a reasonably full plate of activities there, and commuted to VLS during the three-year period over which I earned my MSEL degree. As such, I had no opportunity to become involved in VLS campus activities where I thought my involvement might be appropriate and useful.
- (7) I entered VLS over 40 years after I graduated from Harvard (Class of 1959), during which time I stayed busy. My "accomplishments" during this period included such matters as involvement, as a U.S. Naval Officer, in pre-hostility reconnaissance in Vietnam; locating and leading an effort to acquire a "non-bank bank" for a major U.S. financial institution; heading up a year-long lobbying and legal effort to obtain favorable state tax treatment for a significant domestic industry; serving as President of the Massachusetts Squash Racquets Association and a Director of the U. S. Squash Racquets Association. Following "retirement," and my VLS experience, I volunteered with a significant New England environmental advocacy organization, provided environmental services for FEMA in infrastructure recovery following flooding disasters in the mid-West, and played a significant role, through the "3 M Alumni Committee," in early steps to reunite the disaffected "non-law" VLS alumni back with the school.
- (8) I would opt to serve on the Regional Groups Committee. As noted above, I have significant experience with organizational matters and could be helpful here, particularly during a group's early stages. I would also hope that a new standing committee might be established to deal specifically with the somewhat different characteristics of VLS's "non-law" alumni. I would, of course, seek to be involved with this effort.
- (9) I pretty much have retired from the active practice of law, although I remain a member of the MA Bar and provide non-compensated legal services in worthy and appropriate situations. As a consequence, I have more time and

more control over my schedule than most VLSAA directors. I am also motivated to do what I can to assist a school for which I have the greatest affection.