

PROFESSIONAL EXPERIENCE

Executive Coach and Consultant for Business and Nonprofit Leaders	2017- present
○ President, Open Mind Associates LLC	
○ President Emeritus, Pace University	
President	2007- 2017
○ Pace University	
Dean and Professor of Law	2004- 2007
○ Elisabeth Haub School of Law, Pace University	
Senior Partner, Debevoise & Plimpton	1993- 2004
○ Former Co-Chairman, Corporate Department	1981-1986
	1965 -1977
Executive Vice President and General Counsel	1988-1993
○ The Equitable Life Assurance Society of the United States	
Executive Vice President and General Counsel	1986-1988
○ The E.F. Hutton Group, Inc.	

PUBLIC SERVICE

Commissioner	1980-1981
○ Securities and Exchange Commission	
Deputy Assistant Secretary for Capital Markets Policy	1977-1979
○ Department of the Treasury	
Special Assistant to the Maritime Administrator	1964-1965
○ Maritime Administration, Department of Commerce	
Law Clerk for Justice William J. Brennan, Jr.	1963-1964
○ United States Supreme Court	

CORPORATE DIRECTORSHIPS

Refco, Inc. (2006); CCL Industries Inc. (2001-2003); Donaldson, Lufkin and Jenrette, Equitable Capital Management and Equitable Real Estate Investment Management (1988-1993); ConRail (1979-1980).

LAW-RELATED

Member, ABA Special Task Force on Political Contributions by Lawyers (1997-98); *Chairman*, Committee on Securities Regulation, The Association of the Bar of the City of New York (1995-98); *Member*, NASD Special Committee on Reform of the Securities Arbitration Process (1995-96); *Adjunct faculty member*, Columbia Law School (1974-77, 1982-85); *Chairman*, American Stock Exchange Special Committee on Shareholder Voting Rights (1991); *Chairman*, PLI Annual Institute on Securities Regulation (1982-87); *Editor*, "An Affair With Freedom: The Opinions and Speeches of Justice William J. Brennan, Jr." (Atheneum 1967); and author of numerous speeches and articles on corporate and securities law.

NONPROFIT ACTIVITIES

Education

- *President*, Pace University, 2007-2017
- *Dean and Professor of Law*, Elisabeth Haub School of Law, Pace University, 2004-2007
- *Director*, Commission on Independent Colleges and Universities (cIcu), 2009-2012, 2015-2017
- *Chairman and Trustee*, Asian University for Women Support Foundation, 2001-2006
- *President and Chairman of the Executive Committee, Trustee*, Practising Law Institute (continuing legal education), 1993-2002
- *Chairman and Founder*, NYC Department of Education Project of New York Appleseed Foundation, 2001-2006
- *Member, Board of Overseers*, Brandeis University Program in International Economics and Finance (now the Brandeis School of Business), 1988- 1997

Performing Arts

- *Chairman and Trustee*, American Ballet Theatre, 1991-2006

Health Care

- *Trustee*, New York Downtown Hospital, 2008-2013

International Relations

- *Member*, Council on Foreign Relations, 1986-present
- *Chairman and Trustee*, Overseas Development Council, 1980-2000

Museum

- *Vice Chairman and Director*, NYC Advisory Board of the Museum of the American Indian (Smithsonian Institution), 2013- June 2020

Environment

- *Trustee*, Beacon Institute, 2007-2011

Social Services

- *Trustee*, United Way of New York City, early 1990's

Securities Exchanges

- *Director*, NASD, 1991-1994
- *Director*, CBOE, 1982-1988
- *Director*, NYSE Regulation, 2006-2013

Local Business Development

- *Director*, Alliance for Downtown New York, 2007-2017
- *Director*, Westchester County Association, 2007-2017

EDUCATION

Harvard Law School, J.D., 1962

magna cum laude; Sears Prize, Editor of Law Review

Princeton University, A.B., 1959

magna cum laude; Woodrow Wilson School of Public and International Affairs

Glasgow-Caledonian University, Honorary Doctor of Laws, 2014

Pace University, Honorary Doctor of Humane Letters, 2017