

**PRIVATE & CONFIDENTIAL**

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**DATE AND PLACE OF BIRTH**

2 July 1971, Providence, Rhode Island (USA)

**CITIZENSHIP**

USA and Italy/EU

**PROFESSIONAL EXPERIENCE**

**Adjunct/Visiting Law Professor and Independent Legal Consultant**, currently based near Milan, Italy. March 2006-present.

*Academics/teaching*: gives courses, seminars and training workshops on a wide variety of “Anglo-American” and European legal matters, teaching, to date, in fourteen countries on four continents (and in four languages); specialization has focused on international and comparative corporate governance, company law, capital markets and securities regulations, anti-corruption laws and international contracts drafting, as well as other areas of business/commercial law such as competition/anti-trust law; since 2006, has been an adjunct professor of law, regularly teaching at about a dozen institutions, primarily the *Università Commerciale L. Bocconi* in Milan, the *Universidad de Navarra* in Pamplona, Spain, *ESADE-Universitat Ramón Llull* in Barcelona, Spain, *Brest Business School*, in Brest, France, the *Università di Torino*, the United Nations System Staff College – International Training Centre (anti-corruption in public procurement and LL.M. programs) and ENI Corporate University; other teaching activities have been carried out, *inter alia*, at the Russian Academy of Economics-Plekhanov (Moscow) and BPP Professional Education & Development (London). A full list of courses and institutions is available upon request.

*Professional practice*: Advises on US and English law regarding international corporate and securities transactions and questions of international commercial corruption and bribery, for local and international law firms and businesses throughout Europe; as an independent attorney, offers a range of international legal, linguistic and business-related services, d.b.a. Interpresas Consulting ([www.interpresas.com](http://www.interpresas.com)).

**Freshfields Bruckhaus Deringer**, Milan, Italy. July 2002 – February 2006

*Associate Attorney* (full-time) in the Corporate Department, - US Corporate and Securities Group and the Italian Securities Group. Worked on Italian public listings with institutional offers (incl. 144A US private placements), securitizations and other general corporate work; responsible for due diligence reviews, drafting English-language international offering circulars, and commenting on the Italian-language *prospetto informativo*; responsible for drafting related deal documents (i.e., international underwriting, inter-syndicate and share lending agreements, various US and English legal opinions and IPO research report and publicity guidelines); provided US and English law advice on all international aspects of such listings; gave presentations as part of ongoing legal education program (US Sarbanes Oxley Act, US and UK private placement exemptions); assisted with office’s English, Spanish and Portuguese needs; acted as key liaison between firm’s English, US and Italian offices; extensive client contact.

**Pillsbury Winthrop Shaw Pittman LLP**, London, UK, September 2000 – June 2002

*Associate Attorney* (full-time) in the Corporate and Capital Markets Department. Responsible for legal document and disclosure drafting and due diligence review on strategic investment and European expansion projects for US

corporate clients and private placement equity offerings; assisted EU corporate clients with the preparation of their US Form 20-F annual report filings with the SEC; assisted firm's California-based high-tech clients with licencing agreements in the EU; assisted large US clients with tax-driven, multi-stage EU-wide corporate restructuring step plans relating to European operations; performed research on various international commercial law, corporate and securities issues; held support roles in M&A transactions, made US SEC and state securities law filings; handled office's Italian, French and Spanish-language needs; extensive client contact.

### **Edwards Wildman Palmer LLP**

*Associate Attorney* (full-time), Palm Beach, FL, September 1999 – July 2000, in the Corporate and Venture Capital practices. Responsible for document drafting and for research on corporate and international commercial law issues (including commercial disputes' settlements), for the preparation of documentation for private equity offerings, for research on various securities for making US SEC and state securities law filings, and for Venture Capital group marketing efforts; handled office's Spanish, French, Italian and Portuguese-language needs; extensive client contact.

*Law clerk* (part-time), Providence, RI, September - December 1998

During fall semester, conducted research and writing on a variety of projects for the Trusts & Estates, Municipal and Corporate practices.

*Summer Law Associate* (full-time), Providence, RI, July - September 1998

Conducted legal research and memoranda drafting in the Corporate, Litigation, Trusts & Estates, and Venture Capital practices.

**Freshfields Bruckhaus Deringer**, London, UK, January - May 1999

*Intern* in the Corporate Dept., US Corporate and Securities Group, for academic credit as part of the Boston College Law School / King's College London Program; worked on securities and corporate law questions relating to US law aspects of European transactions (non-registered/offshore securities offerings, M&A), as well as increasing firm's US securities law 'know-how' resources. (25-35 hrs. p.w.)

**American Institute for Foreign Study**, *Universidad de Salamanca*, Salamanca, Spain, Summers 1992 - 1995

*Director* (full-time): Summer University Program with *Cursos Internacionales*: oversaw all aspects of program including finances, housing, academics, travel, and emergency aid for 110 students; promoted from *Assistant Director* and *Cultural Coordinator*.

**Offices of the Lt. Governor and the Senate Majority Leader**, State of Rhode Island, Providence, RI, June 1989 – August 1991 and January - May 1993

*Legislative Aide* (part-time): Conducted current events/legislative research and assisted full-time staff coordinate various policy programs; organised legislative documents and bills; updated senators on daily agenda.

## **PROFESSIONAL QUALIFICATIONS & AFFILIATIONS**

- Admitted as an attorney-at-law in the US to the state bars of New York, Florida and Massachusetts
- Enrolled as a solicitor with the Law Society of England & Wales and registered with the UK Solicitors Regulatory Authority (SRA)
- Adjunct Academic Fellow at The Pell Center for International Relations and Public Policy - Salve Regina University, Newport, RI (USA)

## **EDUCATION**

**Universidad de Navarra – Facultad de Derecho**, Pamplona, Spain (2009-2015)

Received *PhD* in Law (comparative company & anti-corruption laws); ***Summa Cum Laude*** ("*sobresaliente cum laude*") with qualification of *Doctor Europaeus* (for meeting trans-national and linguistic requirements regarding the research, drafting and in-person defense of the dissertation). Dissertation director: Prof. Eduardo Valpuesta

Gastaminza (Navarra); doctoral tribunal composed of: Prof. José María de la Cuesta (Madrid Complutense), Prof. Manuel Ángel López Sánchez (Navarra), Prof. Jorge Noval Pato (Navarra), Prof. Concepción Pablo Romero (Pública de Navarra), Prof. Prof. M. Pierre Tracol (Brest); additional official written opinions on dissertation provided by: Prof. Michele Graziadei (Turin) and Prof. Diana Cerini (Milan Bicocca).

- Dissertation title: “*The Parameters of Duties of Boards of Directors Concerning Corporate Corruption and Bribery: Comparative Development of Applicable Laws, Regulations and Cases (US- Federal & Delaware vs. The UK – focus on England & Wales)*”.

#### **Boston College Law School, Newton, MA, 1996 - 1999**

Received *Juris Doctor* degree (a US professional doctorate); GPA: 3.13/4.00

- Participated in Boston College’s **King’s College London – Law Program** in the British legal system and international law, spring semester 1999, taking courses at King’s College and at the LSE (London School of Economics & Political Science).
- **President**, International Law Society, 1997-98, member, 1996-99; participant in the Negotiations & Client Counseling Competitions, 1996-97; member of the Latin American Law Students Association, 1998-99.

#### **The Graduate Institute of International and Development Studies - Institut de Hautes Études Internationales et du Développement (Université de Genève), Geneva, Switzerland, 1993 - 1995**

*Diplôme d’études supérieures* (Masters) degree in International Relations - History & Politics specialisation

- Thesis title: "Spanish Policy towards Latin America, 1976-1995".

#### **Providence College, Providence, RI, 1989 - 1993**

B.A. degree, *Summa Cum Laude*; completed a double major in History and Modern Languages (Spanish and Russian).

- GPA: **3.91/4.00**; Class Rank: 8/1068.
- Honors: Liberal Arts Honors Program; graduated first in the History Department; International History, Philosophy, Spanish and Foreign Language Honor Societies; **Director of Public Relations**, AIESEC RI/Providence College (*Association Internationale des Etudiants en Sciences Economiques et Commerciales*), 1989-1991; delegate at the AIESEC World Conference on Reform of the Soviet Economy, Moscow, Nov. 1990.

#### **Universidad de Salamanca, Salamanca, Spain, 1991 - 1992**

Studied Spanish history, language, literature & art, European Union economics and Latin American literature.

#### **LANGUAGE ABILITIES**

Tri-lingual English / Spanish / Italian, fluent French and Portuguese, basic Catalan and Romansh (*Rumantsch grischun*), currently learning German.

#### **INTERESTS/ACHIEVEMENTS**

History, languages, travel and hiking / mountain climbing (member, *Club Alpino Italiano*- Milan section); Ibero-American culture.

References available upon request.

*Presto il mio consenso al trattamento dei miei dati personali ai sensi del Decreto Legislativo n. 196 del 30 giugno 2003 “tutela del trattamento dei dati personali”. I hereby authorise use of my personal data pursuant to Italian Legislative Decree no. 196 of 30 June 2003 regarding treatment of personal information.*



**Attorney-at-law (US- NY, FL & MA) and  
Solicitor (England & Wales)**

## Overview of Teaching/Academic Activities

### Contents

- I. Current and planned classes, seminars and lectures
- II. Past classes, seminars and lectures (2006-2014)
- III. Research and writing activities
- IV. Initial professional references

**(“hrs” refers to total class hours taught)**

#### I. Current and planned classes, seminars and lectures:

- \* Courses: International Corporate Law and Securities Regulation (approx. 55 hours total) - International Business Law Program (IBLP), Garrigues Chair in Global Law, *Universidad de Navarra, Law Faculty, Pamplona, Spain* (Fall 2014 semester & Spring 2015 semester)
- \* Course (24 hours): Abbreviated Comparative Business Law for Masters Students, *France Business School, Brest and Clermont-Ferrand, France* (Spring 2015)
- \* Class (hrs t.b.d.): Introduction to international bribery/corruption laws, principles and best practices and their effect on public procurement projects, Master’s Programme in Public Procurement Management for Sustainable Development / Procurement Audit and Systems for Prevention and Detection of Fraud and Corruption (George Jadoun, director). *United Nations International Training Centre of the International Labour Office & the Turin School of Development, Turin, Italy* (tentatively planned for Fall 2014/Spring 2015)
- \* Course in European-US Corporate Law (focus on both EU and national/US laws and regulations), *France Business School (Brest Campus), Brest, France* (Fall 2014)
- \* Course: Introduction to the Principles of Law (for first year students), *France Business School (Brest Campus), Brest, France* (Fall 2014)
- \* Course (12 hrs), Advanced Legal English and Legal Drafting, *AGAT – Turin Young Lawyers Association, Turin, Italy* (Fall 2014)
- \* Seminars (approx. 30 hrs total) Legal English and Anglo-American Contracts Drafting - *Master Breve In Contrattualistica Internazionale* (Abbreviated Masters in International Contracts) - *Altalex Formazione, Bologna, Padua, Milan and Rome, Italy* (2014-2015)
- \* Seminars (6 hrs per day), on “*International corporate anticorruption laws: the U.S. FCPA, the OECD Convention and the UK Bribery Act 2010*”, BPP Professional Education, Legal Training Series, for lawyers and accountants, **London, England** (April, June and October 2014)
- \* Course (40 hrs.): Comparative Business & Corporate Law (US vs. EU), LLM Program, *ESADE Law School – Universidad Ramon Llull, Barcelona, Spain* (Fall 2014)
- \* Course (36 hrs.): Business & Corporate Ethics from an International Comparative Perspective, MBA Program, *Salve Regina University, Newport, RI, USA* (September 2014)

II. Past classes, seminars and lectures:

**2014**

\*Class (4 hrs): Introduction to international bribery/corruption laws and their effect on public procurement matters, Master's Programme in Public Procurement Management for Sustainable Development (George Jadoun, director). *United Nations International Training Centre of the International Labour Office & the Turin School of Development, Turin, Italy* (June 2014)

\*Seminars (24 hrs): Terminology, legal writing and contract drafting techniques, International bribery/corruption laws (FCPA, UK Bribery Act, OECD Convention), trade sanctions regimes and international joint ventures (4 full days' training), LL.M. in International Trade Law - Contracts and Dispute Resolutions (George Jadoun, director). *United Nations International Training Centre of the International Labour Office & the Turin School of Development, Turin, Italy* (March-May 2014)

\* Seminars (10 hrs) in General Business and Corporate Law - "Legal Week in London", *Universidad de Navarra, Law Faculty, London, England* (June 2014)

\* Course: International Securities Regulation (approx. 27 hours total) - International Business Law Program (IBLP), Garrigues Chair in Global Law, *Universidad de Navarra, Law Faculty, Pamplona, Spain* (Spring 2014 semester)

**2013**

\*Seminars (c.15 hrs): Introduction to international bribery/corruption laws and their effect on public procurement matters (2 days' training), Master's Programme in Public Procurement Management for Sustainable Development (George Jadoun, director). *United Nations International Training Centre of the International Labour Office & the Turin School of Development, Turin, Italy* (June and October 2013)

\* Course (40 hrs.): Comparative Business & Corporate Law (US vs. EU), LL.M Program, *ESADE Law School – Universidad Ramon Llull, Barcelona, Spain* (Fall 2013)

\* Course in European-US Corporate Law (focus on both EU and national/US laws and regulations), *France Business School (Brest Campus), Brest, France* (Fall 2013)

\* Course: Introduction to the Principles of Law (for first year students), *France Business School (Brest Campus), Brest, France* (Fall 2013)

\* Courses: International Corporate Law and Securities Regulation (approx. 55 hours total) - International Business Law Program (IBLP), Garrigues Chair in Global Law, *Universidad de Navarra, Law Faculty, Pamplona, Spain* (Fall 2013 semester)

\*Guest lecture (3 hours), *La problématique de la rédaction et négociation des contrats commerciaux en anglais, Masters en droit contractuel* (given in French), Prof. Pierre Tracol, *Université de la Bretagne Occidentale, Brest, France* (Nov. 2013).

\*Seminar (6 hrs per day), on "*International corporate anticorruption laws: the U.S. FCPA, the OECD Convention and the UK Bribery Act 2010*", BPP Professional Education, Legal Training Series, for lawyers and accountants, **London, England** (October 2013)

\*Seminars (24 hrs): Terminology, legal writing and contract drafting techniques, International bribery/corruption laws (FCPA, UK Bribery Act, OECD), trade sanctions regimes and international joint ventures (4 full days' training), LL.M. in International Trade Law - Contracts and Dispute Resolutions. *United Nations International Training Centre of the International Labour Office & the Turin School of Development, Turin, Italy* (March-May 2013)

\*Seminars (approx. 15 hrs total) Legal English and Anglo-American Contracts Drafting - *Master Breve In Contrattualistica Internazionale* (Abbreviated Masters in International Contracts) - Altalex Formazione, **Bologna, Padua and Rome, Italy** (Spring/Summer/Fall 2013)

\* Course (36 hrs.): Business & Corporate Ethics from an International Comparative Perspective, MBA Program, *Salve Regina University*, **Newport, RI, USA** (September 2013)

\* Course (48 hrs.): International Comparative Business Law, Master of Science in Management (MIM), *Università Commerciale Luigi Bocconi*, **Milan, Italy** (Spring Semester 2013)

\* Seminars (10 hrs) in General Business and Corporate Law - "Legal Week in London", *Universidad de Navarra, Law Faculty*, **London, England** (June 2013)

\*Course (12 hrs), Advanced Legal English and Legal Drafting, AGAT – *Turin Young Lawyers Association*, **Turin, Italy** (May-July 2013)

\*Seminar (3 hrs) in Legal Drafting in English, *University Institute of European Studies*, **Turin, Italy** (April 2013).

\*Seminar (4 hrs) in Legal Drafting in English (given in Italian), *Masters Lingua e Diritto*, *Trent School of Management*, **Trent, Italy** (February 2013).

\* Courses: International Corporate Law and Securities Regulation (approx. 55 hours total) - International Business Law Program (IBLP), Garrigues Chair in Global Law, *Universidad de Navarra, Law Faculty*, **Pamplona, Spain** (Fall 2012 semester & Spring 2013 semester)

\*Model lectures in international business law, as a law faculty representative for Bocconi University open-house/information days for visiting high school honors students (2012-2013).

## **2012**

\* Course (40 hrs.): Comparative Business & Corporate Law (US vs. EU), for both LL.M Program & *Máster de Acceso a la Abogacía*, *ESADE Law School – Universidad Ramon Llull*, **Barcelona, Spain** (Dec. 2012)

\*Seminars (6 hrs per day), on "*International corporate anticorruption laws: the U.S. FCPA, the OECD Convention and the UK Bribery Act 2010*", BPP Professional Education, Legal Training Series, for lawyers and accountants, **London, England** (June and October 2012)

\*Course (12 hrs), Legal English and Legal Drafting (Basic), AGAT – *Turin Young Lawyers Association*, **Turin, Italy** (May-July 2013)

\*Guest lecture (3 hours), *La problématique de la rédaction et négociation des contrats commerciaux en anglais*, *Masters en droit contractuel* (given in French), Prof. Pierre Tracol, *Université de la Bretagne Occidentale*, **Brest, France** (Nov. 2012).

\*Seminars (approx. 15 hrs total) Legal English and Anglo-American Contracts Drafting - *Master Breve In Contrattualistica Internazionale* (Abbreviated Masters in International Contracts) - Altalex Formazione, **Padua and Rome, Italy** (Fall 2012)

\* Course (36 hrs.): Business & Corporate Ethics from an International Comparative Perspective, MBA Program, *Salve Regina University*, **Newport, RI, USA** (September 2012)

\* Course in European-US Corporate & Business Law (focus on both EU and national/US laws and regulations), *ESC - Ecole Supérieure de Commerce de Bretagne - Brest* (The Graduate School of Management of Brittany), **Brest, France** (November 2012)

\* Course: Introduction to the Principles of Law (for first year students), *ESC - Ecole Supérieure de Commerce de Bretagne - Brest* (The Graduate School of Management of Brittany), **Brest, France** (November 2012)

\* Course (58 hrs., business portion of 9 credit course, co-taught with Prof. Laurent Manderieux): European Union and Comparative Business Law, *Università Commerciale Luigi Bocconi*, **Milan, Italy** (Spring Semester 2012)

\* Course (48 hrs.): International Comparative Business Law, Master of Science in Management, (MIM) *Università Commerciale Luigi Bocconi*, **Milan, Italy** (Spring Semester 2012)

\*Seminars: Terminology, legal writing and contract drafting techniques (3 full days' training), LL.M. in International Trade Law - Contracts and Dispute Resolutions. United Nations International Training Centre of the International Labour Office & the Turin School of Development, et al., **Turin, Italy** (Spring 2012)

## **2011**

\* Courses: International Corporate Law and Securities Regulation (approx. 55 hours total) - International Business Law Program (IBLP), Garrigues Chair in Global Law, *Universidad de Navarra*, **Pamplona, Spain** (Fall Semester 2011 & Spring Semester 2012)

\* Mini-course (40 hrs. total) in Drafting Legal & Commercial Documentation and Legal Operational Risk Management, *ENI Corporate University* (for local in-house counsel and project / financial managers), **Lagos, Nigeria** (September 2011)

\* Seminar (6 hrs.) in Corporate Governance (focus on US rules, the Sarbanes-Oxley Act, Corporate Corruption and related reforms), *Ecole Supérieure de Commerce de Toulouse (ESEC*, Barcelona campus), **Barcelona, Spain** (September 2011)

\* Course in European-US Corporate & Business Law (focus on both EU and national laws and regulations), *ESC - Ecole Supérieure de Commerce de Bretagne - Brest* (The Graduate School of Management of Brittany), **Brest, France** (November 2011)

\* Course: Introduction to the Principles of Law (for first year students), *ESC - Ecole Supérieure de Commerce de Bretagne - Brest* (The Graduate School of Management of Brittany), **Brest, France** (November 2011)

\* Mini-course (12 hrs) in US-EU Corporate & Commercial Law Matters (for students in the Export Management Masters Program), *ESC - Ecole Supérieure de Commerce de Bretagne - Brest* (The Graduate School of Management of Brittany), **Brest, France** (November 2011)

\* Mini-course (16 hrs total) in Substantive Law Issues for Pharmaceutical Lawyers, *Boehringer Ingelheim GmbH* (through *Just Legal Services*), **Milan, Italy** (October 2011)

\*Seminar (6 hrs per day), on “*International corporate anticorruption laws: the U.S. FCPA, the OECD Convention and the recent UK Bribery Act 2010*”, BPP Professional Education, Legal Training Series, for lawyers and accountants, **London, England** (October 2011)

\*Numerous seminars (total approx. 15 hrs) in International Contracts & Legal Drafting, Corporate & Capital Markets Law for EFLIT – English Language for International Transactions, sponsored by the *Università degli Studi di Parma*; **Parma, Alessandria, Udine and Treviso, Italy** (Spring and Fall 2011)

\*Seminars (approx. 15 hrs total) Legal English and Anglo-American Contracts Drafting - *Master Breve In Contrattualistica Internazionale* (Abbreviated Masters in International Contracts) - Altalex Formazione, **Bologna and Rome, Italy** (Fall 2011)

\*Seminar (4 hrs.), “Legal drafting, translation and negotiation pitfalls concerning contracts and key documentation in corporate and capital markets transactions (IPOs, M&A deals and international joint ventures”, Law Summer School, *Università degli Studi di Trento*, **Trent (Levico Terme), Italy** (August 2011)

\*Seminars (20 hrs. total) Introduction to the US corporate and business law system, international joint ventures and legal drafting in English, Law Summer School, *Università degli Studi di Milano – Bicocca*, **Milan, Italy** (June 2011)

\* Course (48 hrs.): Comparative Business Law, *Università Commerciale Luigi Bocconi*, **Milan, Italy** (Spring Semester 2011)

\* Course (36hrs): International Business and Capital Markets Law: US and European comparative perspectives, MBA Program, School of Business - *Providence College*, **Providence, RI, USA** (Summer Session, June 2011)

\* Course (36 hrs.): Business & Corporate Ethics from an International Comparative Perspective, MBA Program, *Salve Regina University*, **Newport, RI, USA** (Summer Session, June 2011)

\*Seminars (approx. 15 hrs. total) Legal English and Anglo-American Contracts Drafting - *Master Breve In Contrattualistica Internazionale* (Abbreviated Masters in International Contracts) - Altalex Formazione, **Padua, Milan and Rome, Italy** (Spring 2011)

\*Seminars: Terminology, legal writing and contract drafting techniques (3 full days’ training), LL.M. in International Trade Law - Contracts and Dispute Resolutions. United Nations International Training Centre of the International Labour Office & the Turin School of Development, et al., **Turin, Italy** (Spring 2011)

\* Course: International Corporate Law and Securities Regulation (9 credits, 46 hours total) - International Business Law Program (IBLP), Garrigues Chair in Global Law, *Universidad de Navarra*, **Pamplona, Spain** (Fall & Spring Semesters 2010/2011)

\*Numerous seminars (total approx. 40 hrs.) in International Contracts & Legal Drafting, Corporate & Capital Markets Law, and Employment Law for EFLIT – English Language for International Transactions, sponsored by the *Università degli Studi di Parma*; **Parma, Padua, Modena, Treviso, Milan and Cagliari, Italy** (Spring 2011)

## **2009/2010**

\* Mini-course (24 hrs. total) in Legal English and Substantive Law for Banking Lawyers, *Banca IntesaSanPaolo (Just Legal Services)*, **Milan, Italy** (October 2010)

\* Course in European-US Corporate Law (focus on both EU and national laws and regulations), *ESC - Ecole Supérieure de Commerce de Bretagne - Brest* (The Graduate School of Management of Brittany), **Brest, France** (November 2010)

\* Course: Introduction to the Principles of Law (for first year students), *ESC - Ecole Supérieure de Commerce de Bretagne - Brest* (The Graduate School of Management of Brittany), **Brest, France** (November 2010)

\* Mini-course (12 hrs.) in US-EU Corporate & Commercial Law Matters (for students in the Export Management Masters Program), *ESC - Ecole Supérieure de Commerce de Bretagne - Brest* (The Graduate School of Management of Brittany), **Brest, France** (November 2010)



- \* Mini-course (24 hrs. total) in Legal English and Substantive Law for Pharmaceutical Lawyers, *Boehringer Ingelheim (Just Legal Services)*, **Milan, Italy** (December 2010)
- \* Seminar (6 hrs.) in Corporate Governance (focus on US rules, the Sarbanes-Oxley Act, Corporate Corruption and related reforms), *Ecole Supérieure de Commerce de Toulouse (ESEC, Barcelona campus)*, **Barcelona, Spain** (September 2010)
- \* Course (48 hrs): Comparative Business and Corporate Law, *Università Commerciale Luigi Bocconi*, **Milan, Italy** (Spring Semester 2010)
- \* Course (48 hrs): Comparative Competition/Antitrust Law (US-EU viewpoints), BIEM Masters, *Università Commerciale Luigi Bocconi*, **Milan, Italy** (Spring Semester 2010)
- \*Seminars (approx. 15 hrs total) Legal English and Anglo-American Contracts Drafting - *Master Breve In Contrattualistica Internazionale* (Abbreviated Masters in International Contracts) - Altalex Formazione, **Padua, Milan and Rome, Italy** (Spring and Fall 2010)
- \* Seminars (in Italian, 16 hrs) to the Turin Legal Notarial Bar on English law - laws of succession & inheritance, property/real estate transfers and drafting legal documentation, *Università degli Studi di Torino*, **Turin, Italy** (Feb.-June 2010)
- \*Seminar (4 hrs), on “*International corporate anticorruption laws: the U.S. FCPA, the OECD Convention and the recent EU Member States efforts*”, *Università di Bologna, Alma Mater CIRDCCE - Facoltà di Giurisprudenza*, Master for International Lawyers, **Bologna, Italy** (April 2010)
- \*Numerous seminars (total approx. 40 hrs) in International Contracts & Legal Drafting, Corporate & Capital Markets Law, and Employment Law for EFLIT – English Language for International Transactions, sponsored by the *Università degli Studi di Parma*; **Parma, Padua, Modena, Milan and Cagliari, Italy** (Spring and Fall 2010)
- \* Course (40 hrs): International Business and Capital Markets Law: US and European comparative perspectives, MBA Program, School of Business - *Providence College*, **Providence, RI, USA** (January 2009)
- \* Course (16 hrs): International Corporate Governance Law: US and European comparative views, Masters in International Business Program, Business School – *Plekhanov Russian Academy of Economics*, **Moscow, Russia** (March 2009)
- \* Guest lecture: United States Corporate Law and Securities Regulation: education, practice and business aspects, *Institute of Legislation and Comparative Law of the Russian Federation*, **Moscow, Russia** (March 2009)
- \* Guest lecture: United States Corporate Law and Securities Regulation in light of the Crisis, *Moscow State Law Academy*, **Moscow, Russia** (March 2009)
- \* Course (12 hrs): guest lectures in comparative law: an Introduction to the US legal system and federalism; Property law in Common Law jurisdictions (in Italian, for courses by Profs. Elisabetta Grandi and Bianca Gardella), *Università del Piemonte Orientale*, **Alessandria, Italy** (Spring Semester 2009)
- \* Course (40 hrs): International Business and Capital Markets Law: US and European comparative perspectives, MBA Program, School of Business - *Providence College*, **Providence, RI, USA** (June 2009)
- \* Course (40 hrs): International Business Law (from a comparative perspective), MBA Program, *Salve Regina University*, **Newport, RI, USA** (Summer Session 2009)
- \*Numerous seminars (total 35 hrs) in International Contracts & Legal Drafting, Corporate & Capital Markets Law, and Employment Law for ELIT – English Language for International Transactions,

sponsored by the *Università degli Studi di Parma*; **Parma, Venice, Mantua, Milan, Rimini, Piacenza, Padua and Genoa, Italy** (Spring 2009)

\* Mini-courses (32 hrs total) in Drafting Commercial Agreements and Legal Documentation Drafting, *ENI Corporate University, Milan, Italy* (Spring/Summer 2009)

\* Course (40 hrs): Comparative Business and Corporate Law, *Università Commerciale Luigi Bocconi, Milan, Italy* (Spring Semester 2009)

\* Lecture (1 hr): US Corporate & Securities Regulations in Light of the Crisis: Effects in Europe, THEMIS Program Conference, Faculty of Law - *Freie Universität Berlin, Berlin, Germany* (21 September 2009)

\* Seminar in Comparative Corporate Law (4 hrs), "Summer Law School", *Università degli Studi di Brescia* (organized by Prof. Cristina Amato), **Brescia, Italy** (September 2009)

\* Seminar (full-day training) in the Sarbanes Oxley Act, the Foreign Corrupt Practices Act and Corporate Governance (6 hrs), BPP Professional Education, Legal Training Series, for lawyers and accountants, **London, England** (27 October 2009)

\* Course in European-US Corporate Law (focus on both EU and national laws and regulations), *ESC - Ecole Supérieure de Commerce de Bretagne - Brest* (The Graduate School of Management of Brittany), **Brest, France** (November 2009)

\* Course: Introduction to the Principles of Law (for first year students), *ESC - Ecole Supérieure de Commerce de Bretagne - Brest* (The Graduate School of Management of Brittany), **Brest, France** (November 2009)

\* Mini-course (12 hrs) in US-EU Corporate & Commercial Law Matters (for Masters students in the Export Management Masters Program), *ESC - Ecole Supérieure de Commerce de Bretagne - Brest* (The Graduate School of Management of Brittany), **Brest, France** (November 2009)

\* Course (law portion, 24 hrs): The Legal and Economic Institutions of Capitalism, co-taught with economist Dr. Joseph Halevi; appointed by Prof. Ugo Mattei and IUC Steering Committee, *International University College of Turin (IUC), Turin, Italy* (Fall 2009)

\* Seminar (full-day training) in UK Corporate Governance, Financial and Securities Law Developments (6 hrs), BPP Professional Education, Legal Training Series, for finance professionals and accountants, **London, England** (30 November 2009)

\* Seminar (full-day training) in UK Companies Act 2006 and UK Regulatory / Legal Update (Combined Code Review, Walker Report, Draft UK Bribery Bill, Corporate Manslaughter and Corporate Homicide Act of 2007, US FCPA, etc.) (6 hrs), BPP Professional Education, Legal Training Series, for finance professionals and accountants, **London, England** (7 December 2009)

\* Seminar (2 hrs): US Tort Law, with a focus on Punitive Damages (in Italian), *Università degli Studi di Milano - Bicocca, Milan, Italy* (December 2009)

\* Course (10 hr. portion thereof): International Business and Contracts Law: US and European comparative perspectives, *LIUC – Università Carlo Cattaneo, Castellanza, Italy* (Fall 2009)

\* Course: International Corporate Law and Securities Regulation (9 credits, 46 hours total) - International Business Law Program (IBLP), Garrigues Chair in Global Law, *Universidad de Navarra, Pamplona, Spain* (Fall & Spring Semesters 2009/2010)

## **2008**

- \* Seminars (8 hrs): International Corporate and Business Contracts (US - English law focus), (8<sup>th</sup> *Master in Diritto e Impresa - Master in Law & Business*), Il Sole24Ore Business School, **Milan, Italy** (January 2008)
- \* Guest seminar (1.5 hrs), "The international impact of US securities and corporate governance rules, an introduction from an investment banking perspective", *IESE Business School, University of Navarra* (sponsored by the MBA Finance Club and Prof. Luis Palencia), **Barcelona, Spain** (January 2008)
- \* Seminar series (8 hrs): The US Tort Law System and its role in US society (Historical development of tort liability, Product Liability Suits, Class Actions, the Tort Reform Movement)(in Italian), *Università degli Studi di Milano - Bicocca*, **Milan, Italy** (January 2008)
- \* Seminar (4 hrs): International Corporate Law (US-EU comparative overview), (8<sup>th</sup> *Master in Diritto e Impresa - Masters in Law & Business*), *Il Sole24Ore Business School*, **Milan, Italy** (February 2008)
- \* Course (4 hrs): Comparative Contracts Law (in Italian, co-taught with Prof. Michele Graziadei), *Università del Piemonte Orientale*, **Alessandria, Italy** (Spring Semester 2008)
- \* Course (10 hrs): Comparative Law: an Introduction to the US legal system and federalism (in Italian, co-taught with Prof. Elisabetta Grandi), *Università del Piemonte Orientale*, **Alessandria, Italy** (Spring Semester 2008)
- \* Training Seminar (2 hrs): US securities laws and additional US legal considerations affecting international tranches of Italian IPOs and other capital markets transactions, including PFIC, the OFAC rules, the FCPA and the Investment Company Act (in Italian), *Freshfields Bruckhaus Deringer*, **Milan, Italy** (April 2008)
- \* Mini-course (16 hrs) in Drafting Commercial Agreements, *ENI Corporate University*, **Milan, Italy** (May 2008)
- \* Seminars (8 hrs) on US criminal law (sources, federalism, federal crimes, state crimes, law enforcement, extradition, etc.) to participants in the Masters in European Criminal Justice Program, *Università degli Studi di Torino* (in Italian, upon the invitation of Dean Prof. Sergio Vinciguerra), **Turin, Italy** (April/May 2008)
- \* Course (40 hrs): International Business and Capital Markets Law: US and European comparative perspectives, MBA Program, School of Business - *Providence College*, **Providence, RI, USA** (Summer Session 2008)
- \* Course (40 hrs): International Business Law (from a comparative perspective), MBA Program, *Salve Regina University*, **Newport, RI, USA** (Summer Session 2008)
- \* Seminar in International Legal Drafting (1 hr): ASLA Legal training series (Association of Milanese Law Firms), **Milan, Italy** (June, 2008)
- \* Seminars (12 hrs) in United States and United Kingdom bankruptcy and insolvency law, *JLS Master in Diritto Fallimentare* (professional masters in bankruptcy law), **Milan, Italy** (June, 2008)
- \* Training Seminars (24 hrs): US and UK commercial, corporate and securities laws, to in-house counsel (*Direzione Affari Legali*), *FININVEST S.p.A.*, **Milan, Italy** (April – June, 2008)
- \* Course (44 hrs): Comparative Business and Corporate Law, *Università Commerciale Luigi Bocconi*, **Milan, Italy** (Spring Semester 2008)
- \* Seminars in Comparative Business and Corporate Law (6 hrs), "Summer Law School on the Lake", *Università Statale di Milano* and *Università dell'Insubria* (organized by Prof. Barbara Pozzo), **Como, Italy** (July 2008)

Course (24 hrs): Legal English for the AIGI (*Associazione Italiana di Giuristi d'Impresa*- Italian Association for In-house Counsel), **Milan, Italy** (Summer, 2008)

\* Mini-course (2 days) in English for Banking and Finance, *ENI Corporate University*, **Milan, Italy** (September 2008)

\* Course: International Corporate Law and Securities Regulation (9 credits) - International Business Law Program (IBLP), Garrigues Chair in Global Law, *Universidad de Navarra*, **Pamplona, Spain** (Fall Semester 2008)

\* Course in European Corporate Law (focus on both EU and national laws and regulations), *ESC - Ecole Supérieure de Commerce de Bretagne - Brest* (The Graduate School of Management of Brittany), **Brest, France** (November 2008)

\* Course: Introduction to the Principles of Law (for first year students), *ESC - Ecole Supérieure de Commerce de Bretagne - Brest* (The Graduate School of Management of Brittany), **Brest, France** (November 2008)

\* Course (10 hr portion thereof): International Business and Contracts Law: US and European comparative perspectives, *LIUC – Università Carlo Cattaneo*, **Castellanza, Italy** (Fall 2008)

\* Seminar on corporate crimes under US law (both regulations and enforcement efforts) to participants in the Masters in European Criminal Justice Program, *Università degli Studi di Torino* (in Italian, upon the invitation of Dean Prof. Sergio Vinciguerra), **Turin, Italy** (Fall 2008)

## **2007**

\* Guest Lecture (3 hrs): The Enron Debacle: Lessons in US Corporate Governance, especially as applicable to investment and hedge fund decision-making (for Prof. Dino Sola), *International University of Monaco*, **Monte Carlo, Principality of Monaco** (February 2007)

\* Professional Workshops (6 hrs), “Corporate Governance and Information: American and European Approaches”, European Agency for Reconstruction (EU) and Development Fund of the Republic of Montenegro, **Podgorica, Montenegro** (8-9 March 2007)

\* Course (10 hrs): Comparative aspects of Torts and Contracts Law (co-taught with Prof. Michele Graziadei), *Università del Piemonte Orientale*, **Alessandria, Italy** (Spring Semester 2007)

\* Guest lecture (2 hrs) on the US Law & Economics school of thought and effects on public law policies, for doctoral candidates in international public law at *Università Commerciale Luigi Bocconi*, **Milan, Italy** (March 2007)

\* Guest presentation (1 hr) at the International Conference on Corporate Criminal Liability (gave an overview of US, UK and Canadian corporate criminal liability), *Università degli Studi di Torino*, **Turin, Italy** (April 2007)

\* Guest lecture (3 hrs) on sources of US criminal law to participants in the Master in European Criminal Justice Program, *Università degli Studi di Torino* (upon the invitation of Dean Prof. Sergio Vinciguerra), **Turin, Italy** (April 2007)

\* Guest lecture (2 hrs) on the Enron scandal and the Sarbanes-Oxley Act, Course in Comparative Business Law, taught by Prof. Catherine Rogers, *Università Commerciale Luigi Bocconi*, **Milan, Italy** (April 2007)

\* Course (10 hrs): Advanced Commercial Law, Comparative Aspects, *Università degli Studi di Bergamo* (co-taught with Prof. Sandro Morini), **Bergamo, Italy** (Spring, 2007)

- \* Mini-course (8 hrs) in Drafting Commercial Agreements, *ENI Corporate University*, **Milan, Italy** (May 2007)
- \* Seminar (4 hrs) on US criminal law (federalism, federal crimes, state crimes, law enforcement, extradition, etc.) to participants in the Master in European Criminal Justice Program, *Università degli Studi di Torino* (in Italian, upon the invitation of Dean Prof. Sergio Vinciguerra), **Turin, Italy** (May 2007)
- \* Course (24 hrs): International Corporate Governance (comparative legal portion, co-taught with Catherine Rogers, Penn State Law), *Università Commerciale Luigi Bocconi*, **Milan, Italy** (Spring Semester 2007)
- \* Seminar (4 hrs): Introduction to UK Bankruptcy Law, part of the Master in Bankruptcy and Insolvency Law, *Just Legal Services* (professional ongoing legal education institute for attorneys and managers), **Milan, Italy** (June, 2007)
- \* Gave Summer School Plenary Lecture (1 hr) entitled “Comparative views on Corporate Governance & Investor Protection: Cooperation & convergence between the European Union and the United States”, *University of Miami Law School*, Summer School at *Universitat Pompeu Fabra*, Law Faculty, **Barcelona, Spain** (July 2007)
- \* Visiting lecturer (15 hrs) in International and US Corporate Governance & Corporate/Securities law, Summer Business School, *Warsaw School of Economics*, **Warsaw, Poland** (July 2007)
- \* Course (24 hrs): Legal English for the AIGI (*Associazione Italiana di Giuristi d’Impresa*- Italian Association for In-house Counsel), **Milan, Italy** (Summer, 2007)
- \* Guest lecture (2 hrs) as part of the JU-CU US law program lecture series, “Challenges to US and EU securities regulators in globalizing the securities markets”, *The Jagiellonian University*, **Kraków, Poland** (October 2007)
- \* Seminar (6 hrs) in Corporate Governance (focus on US rules, the Sarbanes-Oxley Act and related reforms), *Ecole Supérieure de Commerce de Toulouse (ESEC)*, Barcelona campus, **Barcelona, Spain** (October 2007)
- \* Conference colloquium (in Spanish, 1.5 hrs), “*El régimen de responsabilidad de los administradores en Estados Unidos*” (Liability rules governing corporate directors in the US), *Universitat Abat Oliba CEU* (in Spanish, co-sponsored by the *Universitat de Barcelona*), **Barcelona, Spain** (October 2007)
- \* Seminar (4 hrs) on corporate crimes under US law (both regulations and enforcement efforts) to participants in the Master in European Criminal Justice Program, *Università degli Studi di Torino* (in Italian, upon the invitation of Dean Prof. Sergio Vinciguerra), **Turin, Italy** (October 2007)
- \* Introductory course (24 hrs) in US law and legal drafting for law professors and doctoral students, *Università degli Studi di Salerno*, **Salerno, Italy** (October - December 2007)
- \* Mini-course (24 hrs) in Drafting Legal Documentation in English and Legal Operational Risk Management, *ENI Corporate University* (for in-house counsel, project engineers and contract managers), **Atyrau, Kazakhstan** (November 2007)
- \* Mini-course (16 hrs) in Drafting Commercial Agreements, *ENI Corporate University* (for in-house counsel, project engineers and contract managers), **Atyrau, Kazakhstan** (November 2007)
- \* Course (36 hrs) in European Corporate Law (focus on both EU and national laws and regulations), *Ecole Supérieure de Commerce de Bretagne - Brest* (The Graduate School of Management of Brittany), **Brest, France** (November 2007)

## 2006

\* Course: International Corporate Governance (comparative legal portion, 12 hrs.), co/taught with Catherine Rogers (Penn State University – Dickinson School of Law), *Università Commerciale Luigi Bocconi, Milan, Italy* (Spring Semester 2006)

\* Guest lecture series (8 hrs) on the US legal system (historical development, education, jury system, federal & state court systems, administrative law, etc.), *Università degli Studi di Torino* (for Profs. Silvia Ferreri, Michele Graziadei and Roberta Aluffi Beck), **Turin, Italy** (Spring 2006 to present)

\* Course: US Law of Corporations (Historical development, the role of Delaware state corporate law, federal securities laws), Master of Corporate Law and Procedure (16 hrs), *Just Legal Services* (professional ongoing legal education institute for attorneys and managers), **Milan, Italy** (Summer 2006)

\* Guest lecture: Introduction to the US Capital Markets and law governing IPOs, Chinese/Italian dual MBA program (2 hrs), *Università degli Studi di Bergamo, Bergamo, Italy* (May 2006)

\* Mini-course (32 hrs) in Drafting Legal Documentation in English and Legal Operational Risk Management, *ENI Corporate University* (for local project and financial managers), **Port Harcourt (Niger Delta), Nigeria** (October 2006)

\* Guest lecture (2 hrs): Introduction to the US legal system, *Università degli Studi di Milano - Bicocca* (for Prof. Diana Cerini), **Milan, Italy** (October 2006)

\* Seminar series (8 hrs): The US Tort Law System and its role in US society (Historical development of tort liability, Product Liability Suits, Class Actions, the Tort Reform Movement), *Università degli Studi di Milano - Bicocca, Milan, Italy* (Nov./Dec. 2006)

\* Seminar (6 hrs) in Corporate Governance (focus on the US rules and the Sarbanes-Oxley Act and related reforms), *Ecole Supérieure de Commerce de Toulouse (ESEC, Barcelona campus), Barcelona, Spain* (December 2006)

### III. Research and writing activities

My current research focuses on questions of comparative corporate, securities and business law, especially as regards international corporate governance in relation to bribery and corruption matters. In the long-term, while I will continue with these themes generally, I also plan on pursuing more wide-ranging research with colleagues in additional areas where law and business intersect.

•Currently researching EU doctoral thesis, “*The Parameters of Fiduciary Duties of Boards of Directors and Executive Officers Concerning Corporate Corruption and Bribery: Comparative Development of Applicable Laws, Regulations and Cases (US- Delaware, England & Wales and France)*” as a candidate for European Doctorate in Law, *Universidad de Navarra – Facultad de Derecho*, Pamplona, Spain.

•Completed assistant editing work for the English translation of an award-winning legal treatise in Spanish, *¿Qué es el Derecho Global? (The New Global Law)* by Prof. Rafael Domingo, Cambridge University Press.

•Official legal-linguistic advisor for the Law Study/Report commissioned by the European Parliament regarding the efficiency of land registration procedures and the potential of title insurance throughout the EU; European Procurement Procedure IP/C/PETI/IC 2008-066 (July-Oct. 2009): comparative Anglo-American and European civil law jurisdictions’ approaches, directed by Prof. Cristina Amato, Universities of Milan and Brescia.

**Articles** (published and being written):

\*"The US Foreign Corruption Practices Act of 1977 and the UK Bribery Act of 2010, an Overview and Comparison between the Two, with Special Attention to Coverage of Russian Individuals and Business Entities", Корпоративный юрист (*Korporativniye Yurist*, Wolters Kluwer Publications-Russia, 2012, №11, November 2012, (<http://www.clj.ru/journal/221/3520/>))

\*"Appunti sulla responsabilità penale societaria negli USA (con accenni al Regno Unito e Canada)"[Notes on Corporate Criminal Liability in the US, with references to the United Kingdom and Canada], in the law review *Diritto penale XXI secolo*, Anno VII-n.2 luglio-dicembre 2008, directed by Prof. Sergio Vinciguerra, *Università degli Studi di Torino*, CEDAM publishers, pp.347-355

\*"Las leyes y regulaciones jugaron un papel de primer grado en la crisis economica global", **LegalToday**, Thomson Aranzadi publishers, front page for online Spanish legal journal, 2 December 2008 (available on-line at <http://www.legaltoday.com/index.php/actualidad/entrevistas/las-leyes-y-regulaciones-jugaron-un-papel-de-primer-grado-en-la-crisis-economica-global>)

\*Interview (filmed in Spanish) with the Gertrude Ryan Law Observatory (US-EU law) regarding legal aspects of the US 2008 financial collapse (*Entrevista a Patrick J. O'Malley sobre los aspectos legales del colapso financiero en EEUU.*) (Available at <http://www.fundaciongertruderyan.org/index.php/es/2008-noticias/107-entrevista-a-patrick-j-omalley-sobre-los-aspectos-legales-del-colapso-financiero-en-eeuu.html>)

Wrote chapter as contribution to 2010 book/guide on contracts drafting in English from the Italian perspective and related legal developments, directed by Prof. Silvia Ferreri, *Università degli Studi di Torino*: "Straddling the lines between the Anglo-American and Italian contracts worlds: the experience of an American corporate/capital markets attorney; potential great changes in view" (Falsi amici e trappole linguistiche. Termini contrattuali anglofoni e difficoltà di traduzione. 2010, Giappichelli Editore, 286 pp., ISBN 978-88-348-9625-9).

Currently finalizing a co-authored article entitled, "An Examination of Global Law, Ethics and International Business", with Prof. Gurvan Branellec (*France Business School and Université de la Bretagne Occidentale*).

Currently writing an article entitled "A General Overview of Criminal, administrative and civil liability for directors under English law", *Journal of the Polish Institute of Directors, PID*, Warsaw, Poland (to be completed by the end of 2014).

IV. Initial References (numerous additional references available on demand)

1. Prof. Silvia Ferreri, Chair of the Anglo-American Law Department, University of Turin Law Faculty, Via Sant' Ottavio 54, Turin (Italy), email: [silvia.ferreri@unito.it](mailto:silvia.ferreri@unito.it), tel. +39 011 670 3230.
2. Prof. Michele Graziadei, Full Professor of Comparative Law, University of Turin Law Faculty, Biblioteca, Corso San Maurizio 24, Turin (Italy), email: [michele.graziadei@unito.it](mailto:michele.graziadei@unito.it), tel. +39 011 670 3230.
3. Prof. Diana Cerini, Professor of Private Comparative Law, University of Milan – Bicocca, Law Faculty, U6-2075, Piazza dell' Ateneo Nuovo 1, 20126 Milan (Italy), email: [Diana.cerini@unimib.it](mailto:Diana.cerini@unimib.it), tel. +39 02 6448 4058.
4. Ms. Ivana Stjepovic, English and Canadian-qualified senior corporate & securities lawyer, my former supervising attorney at Freshfields Bruckhaus Deringer, Milan (Italy); email: [ivana.stjepovic@hotmail.it](mailto:ivana.stjepovic@hotmail.it); tel. +39 02 625301

5. Prof. & Maître Pierre Tracol, Professor of Law, *Université de la Bretagne Occidentale*, formerly head of law department at *ESC Bretagne - Brest* (Brittany Graduate School of Business, now part of France Business School), practicing lawyer in France; Cabinet Tracol Pierre, 18 rue de Lyon, 29200 Brest (France); [pierretracol@orange.fr](mailto:pierretracol@orange.fr); tel +33 02 98 44 31 22
6. Dr. Giuseppe Mastruzzo, Director, International University College of Turin - Piazza Carlo Felice, 18 - 10121 – Turin, Italy; [gmastruzzo@iutorino.it](mailto:gmastruzzo@iutorino.it); tel. +39 011 4407007
7. Prof. Diana Ferrer Vidal, former director of the LLM and Master *Acceso a la Abogacia* program at ESADE-Ramon Llull University, Assistant Professor Of Department Of Public Law ; Phone: +34 932 806 162 Ext. 2473, Av. de Pedralbes, 60-6208034 Barcelona – Spain; [diana.ferrer@esade.edu](mailto:diana.ferrer@esade.edu)
8. Blerina Pogace PhD, Programme Officer - Sustainable Development and Governance Cluster International Training Centre of the ILO – ITCILO; Viale Maestri del Lavoro, 10 10127, Turin, Italy Tel: +39 011 693 6690  
E-mail: [b.pogace@itcilo.org](mailto:b.pogace@itcilo.org)

At this point in time, I have not yet requested references from colleagues at Navarra and Bocconi universities (where I have my main teaching commitments). Of course, I would be more than happy to provide numerous additional references from colleagues at these institutions, and others, upon request.