

Peter Pitegoff

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Education

1981 J.D., New York University School of Law
 Root-Tilden Scholar; NYU Public Interest Law Foundation
 fellowship; Berkeley Law Foundation fellowship

1975 A.B., Brown University
 American Studies; secondary school teacher certification

Employment

2005 – present University of Maine School of Law, Portland, Maine

Dean (2005 - 2015)

Professor of Law (2005 - 2023)

Teaching and research in business associations, nonprofit organizations,
legal profession and ethics, employee benefits, economic development,
and community development finance.

Professor Emeritus (2023 – present)

1988 – 2005 State University of New York (SUNY) Buffalo School of Law

Vice Dean for Academic Affairs (1998 - 2005)

Professor of Law (1994 - 2005); Associate Professor of Law (1988 - 1994)

Teaching and research in business transactions, corporation law, legal
profession and ethics, community economic development, child care
policy, welfare reform, and worker ownership; clinical law program in
community development.

1986 - 1988 Partner, Arrington & Pitegoff, P.C., Somerville, MA
 Law practice in economic development & worker ownership.

- 1981 - 1988 General Counsel, The ICA Group, Inc., Somerville, MA
 Legal and technical assistance to worker owned businesses
 and to community groups, labor unions, small businesses,
 and government agencies in economic development;
 general counsel to ICA Group
- 1986 - 1988 Adjunct Assistant Professor
 New York University School of Law, New York, NY
- 1985 - 1986 Lecturer
 Harvard Law School, Cambridge, MA
- 1976 - 1978 Community Organizer, Citizens Action League, Oakland, CA
- 1975 - 1976 Community Organizer, National Association for the Southern Poor;
 Virginia Community Development Organization, Petersburg, VA;
 North Carolina Community Development Corporation, Sunbury, NC

Publications

- "Equitable Housing Policy," *77 Maine Law Review* 175 (2025)
- "Community Development Finance and Economic Justice," Chapter 4 of *From the Ground Up: Legal Scholarship for the Urban Core*, Rashmi Dyal-Chand & Peter D. Enrich, eds., Cambridge University Press (2019)
- "Special Counsel Mueller Needs Time, Space and Sunshine to Do His Job," *Portland Press Herald*, Feb. 4, 2019, p. A4
- "Community Development Law, Economic Justice, and the Legal Academy" 26 *Journal of Affordable Housing & Community Development Law* 31 (2017)
- "Senate blockade of nominee is a breach of responsibilities," *Portland Press Herald*, Apr. 16, 2016, p. A6 (co-authored with Prof. Sarah Schindler)
- "Edmund Muskie's Creative Federalism and Urban Development Today," *67 Maine Law Review* 252 (2015)
- "Lack of oversight will cost mid-coast charity," *Maine Sunday Telegram*, Oct. 10, 2014 p. E.2 (op ed page, co-authored with Dan Boxer)

"Half a century on, Maine Law reflects on past, prepares for future," *Portland Press Herald*, Feb 5, 2013, p. A6

"An Evolving Foreclosure Landscape: The Ibanez Case and Beyond," *Advance – The Journal of the ACS Issue Groups*, Volume 5, 2011. p. 131, American Constitution Society for Law and Policy (co-authored with Laura Underkuffler).
http://www.acslaw.org/sites/default/files/Advance_Volume_5_Fall_2011.pdf

"The Legacy of Frank M. Coffin," 63 *Maine Law Review* 385 (2011).

"Supreme Court Justice's Job," *Portland Press Herald*, June 24, 2010, co-authored with Meghan Higgins.

"Big Business: Losing the fight to do right," *Maine Sunday Telegram*, June 20, 2010, co-authored with Daniel Boxer.

"The Market for Change: Community Economic Development on a Wider Stage," chapter in *Progressive Lawyering, Globalization, and Markets: Rethinking Ideology and Strategy*, Clare Dalton, ed. (2007)

"Worker Ownership in Enron's Wake: Revisiting a Community Development Tactic," 8 *The Journal of Small and Emerging Business Law* 239 (2004)

"Punches & Judy," Letter to the Editor, *The Nation*, March 1, 2004, page 2.

"Shaping Regional Economies to Sustain Quality Work: The Cooperative Health Care Network," Chapter 5 of *Hard Labor: Women and Work in the Post-Welfare Era*, Joel Handler & Lucie White, eds., M.E. Sharpe, Inc. (1999)

"Organizing a Childcare Union in Philadelphia," *Dollars and Sense*, Sept/Oct 1998, p.42

"Child Care Policy and the Welfare Reform Act," 6 *Journal of Affordable Housing & Community Development* 113 (1997) (co-authored with Lauren Breen)

"Unions, Finance, and Labor's Capital," Ch. 5 of *Unions and Public Policy: The New Economy, Law and Democratic Politics*, L. Flood, ed., Greenwood Press (1995)

"Affordable Housing and Community Development Law Program," *AALS Section on Clinical Legal Education Newsletter*, Vol. 95, No. 3, December 1995.

"Law School Initiatives in Housing and Community Development," 4 *The Boston University Public Interest Law Journal* 275 (1995)

- "Urban Revitalization and Community Finance: An Introduction," 27 *University of Michigan Journal of Law Reform* 613 (1994)
- "Reflections on Child Care & Community Development," II *Circles: The Buffalo Women's Journal of Law and Social Policy* 23 (Fall 1993)
- "Child Care Enterprise, Community Development, and Work," 81 *The Georgetown Law Journal* 1897 (June 1993)
- "Community Development Clinics," *Consorting*, Vol. 1, No. 2, at 6 (Sept. 1991)
- "Buffalo Change & Community," 39 *Buffalo Law Review* 313 (Spring 1991) (and lead role in symposium issue on Buffalo political economy)
- "Unions and Worker Ownership," 18 *Policy Studies Journal* 357 (Winter 1989-1990)
- "Theory & Practice: Notes from the Nexus," *CLS: Newsletter of the Conference on Critical Legal Studies Newsletter*, Nov. 1989, p. 40
- "Democratic Worker Ownership Trusts," in *The Theory and Practice of Co-operative Property* (J. Andre and D. Laycock, eds.), 1987, at 39 (co-authored with David Ellerman and Clark Arrington)
- "The Democratic ESOP," ICA Group publication, 1987
- "Organizing Worker Cooperatives," 7 *Law & Policy* 45 (Jan. 1985)
- "The Democratic Corporation: The New Worker Cooperative Statute in Massachusetts," XI *NYU Review of Law & Social Change* 441 (1983) (co-authored with David Ellerman)
- ICA Model By-Laws for a Worker Cooperative: Version II*, ICA Group looseleaf service, annotated (1983) (co-authored with David Ellerman); *Version III* (1995) (co-edited with David Steinglass)
- "Taxation of Worker Cooperatives," *Employee Ownership*, Vol. II, No. 4, Dec. 1982, at 5
- "Workers Can Be Choosers," *The New York Times*, Oct. 27, 1982, Op. Ed. page (co-authored with Staughton Lynd)
- "Worker Ownership: Strategy for Labor?" *Labor Update*, July-Aug. 1982, at 9
- "Employee Cooperative Corporations," Massachusetts General Laws, Chapter 157A, enacted 1982 (drafted principally by Peter Pitegoff and David Ellerman)

"Plant Closings: Legal Remedies When Jobs Disappear," ICA Group publication, 1981

Selected Lectures and Presentations

"Nonprofit Governance," Faculty Workshop, University of Maine School of Law, Portland, Maine, March 2023.

"A Right to Housing! Law and Activism to Eradicate Homelessness"; discussant for a joint session of the Property, Clinical, and Community Economic Development Sections of the Association of American Law Schools; AALS Annual Meeting, January 5, 2021

Podcast: "Building Community" – Part 1, "The Promise of Affordable Housing," January 28, 2020; and Part 2, "The Housing Mismatch," February 11, 2020, The Greater Good podcast series, University of Maine Graduate & Professional Center (with Greg Payne, Nina Cifolillo, and Carrie Wilshusen)

"Community Development Finance and Economic Justice," paper presentation and panel discussion at conference on "Facing Our Challenges: Rescuing Democracy..." (ClassCrits XII), Western New England University School of Law, Springfield, Massachusetts, November 2019

"Blending Scholarship, Service and Teaching," Faculty Workshop, University of Maine School of Law, Portland, Maine, October 2019.

"Community Development Finance and Economic Justice," Faculty Workshop, University of Maine School of Law, Portland, Maine, November 2017

"Community Development Law and Economic Justice," organizer and moderator (with Rashmi-Dyal-Chand and Scott Cummings) of a Discussion Group at the annual meeting of the Association of American Law Schools, San Francisco, Jan. 2017

"Principles of Board Development and Governance," panel discussion at the Local Initiatives Support Corporation (LISC) 2015 Rural Seminar, Portland, Maine, June 2015

"Developments in the Legal Profession and Academy," roundtable discussion with federal judiciary in Maine, November 2014

"Connecting Law and Legislature: The Legacy of Ed Muskie," panel discussion on model cities and urban development, Muskie School of Public Service, Portland, Maine, November 2014

“Scotland’s Vote: A Referendum for Independence,” Introduction to panel discussion, University of Maine School of Law and University of Southern Maine Department of History and Political Science, Portland, Maine, October 2014

American Bar Association Deans’ Workshop for Law Schools, Workshop Moderator, Atlanta, Georgia, February 2014

Presentation, Maine Investors Group, Portland, Maine, February 2014

“The Changing Legal Academy,” presentation at the Edward Thaxter Gignoux Inn of Court, Portland, Maine, November 2013

“The Future of Legal Education,” Panelist, New England Bar Association Annual Meeting, Portsmouth, New Hampshire, October 2013

“Landscape of the Profession” – Maine Federal /State Judicial Conference, Bangor, Maine, October 2013

“The Engaged Lawyer: Opportunities and Resources,” series of panel discussions throughout Maine with judiciary and organized bar leaders on access to justice, succession planning, ethics, and civic engagement, 2013.

“Changing Demographics of the Maine Bar: Challenges and Opportunities,” panel presentation, John Waldo Ballou Inn of Court, Bangor, Maine, Jan 23, 2013

Governance & Ethics Symposium Series, co-chair, introduction and moderator for panel discussions, University of Maine School of Law, Portland, Maine, 2009, 2010, 2011, 2012, 2013.

“Justice for Women Lecture Series,” established (with Catherine Lee) at the University of Maine School of Law, Portland, Maine; focusing on justice for women and girls in the developing world; welcome remarks and introduction of featured lecturers: Judge Unity Dow of Botswana (March 2012); and Nobel Peace Laureate Leymah Gbowee of Liberia (2013); Sima Samar of Afghanistan and Chair of the Afghan Independent Human Rights Commission (2014); and Ruchira Gupta, founder of Apne Aap and world leader in fighting human trafficking (2015).

Frank M. Coffin Lecture on Law and Public Service,” Portland, Maine; welcome remarks and introduction of featured lecturers: Kevin Gover, Director of Smithsonian Institution’s Museum of the American Indian, 2014; Hon. Nancy Gertner, Harvard Law School Practice Professor and former U.S. District Judge, 2013; Jeffrey Lehman, Founding Chancellor, Peking Univ School of Transnational Law and former President of Cornell University, 2012; Jonathan Lash, Hampshire College President and former World Resources Institute President, 2011; Stephen Oleskey, WilmerHale partner and Guantanamo

detainee counsel, 2010; Kurt Schmoke, Dean of Howard University Law School and former Mayor of Baltimore, 2009; Judith Kaye, Chief Judge of New York, 2008; Kenneth Feinberg, Special Master for the September 11th Victim Compensation Fund, 2007; Eliot Spitzer, NYS Attorney General, 2005.

“Access to Justice Symposium,” introductory presentation for conference at University of Maine School of Law, Portland, Maine. October 2009, and at Maine State Bar Association, S. Portland, Maine, January 2012 and January 2014.

“The Economy, the Courts and the Way Forward: Maine’s Court System in 2014,” moderator of panel discussion including Maine Governor, Chief Justice, Attorney General, Senate President, and Speaker of the House, co-sponsored by the University of Maine School of Law and the Maine Trial Lawyers Association, Portland, Maine, March 30, 2009

“Private Practice in the Public Interest: The Limits of Pro Bono,” presentation at Baldy Center for Law & Social Policy, University at Buffalo Law School (SUNY), Buffalo, NY, April 2008

“Promoting Diversity in Deanships,” presentation at workshop sponsored by the Society of American Law Teachers and Seattle University School of Law, Seattle, Washington, September 2007

Testimony supporting amendment to Maine Bar Rules governing Interest on Lawyer Trust Accounts (IOLTA), Maine Supreme Judicial Court, July 2007

“One-year Retrospective,” presentation at American Bar Association New Deans Seminar, Columbus, Ohio, June 2006

“Developing Worker-Owned Enterprises,” panel discussion, Vermont Employee Ownership Center conference, June 2006

“Careers in Affordable Housing & Community Development,” presentation sponsored by the ABA Forum on Affordable Housing & Community Development Law, University of Maine School of Law, Portland, Maine, October 2005.

“The Bush Administration’s Impact on Cities,” panel discussion with Peter Dreier and Samuel Cole, University at Buffalo, State University of New York, Buffalo, NY, March 2005.

“Developing Professionalism in Law School,” co-organizer and panel chair, Third Biennial Convocation of the NYS Judicial Institute on Professionalism in the Law, NY Court of Appeals, Albany, NY, November 2004.

"Revisiting the New York Not-for-Profit Corporation Law," organizer and moderator for roundtable discussion of comprehensive revision of the not-for-profit corporation statute in New York State, National Center on Philanthropy and the Law, New York University School of Law, New York, NY, March 2004

"The Market, Entrepreneurialism and the Poor," presentation at conference on "Progressive Lawyering, Globalization and Markets," Northeastern University School of Law, Boston, MA, November 2003

"Worker Ownership in Enron's Wake," lecture at business law forum on "Perspectives on Community Economic Development," Northwestern School of Law at Lewis & Clark College, Portland, OR, October 2003

"Financing the Next Generation of Community Development," workshop panel discussion, University at Buffalo Law School, Buffalo, NY, October 2002

"Restructuring the Law School Curriculum," faculty presentation at the University of Miami School of Law, Miami, FL, January 2001

"Ethics Fundamentals for Experienced and Newly Admitted Lawyers," panel presentation, New York State Bar Association Continuing Legal Education Program, Buffalo, NY, May 2000

"Interdisciplinary Approaches in Clinical Legal Education," presentation, Association of American Law Schools Annual Meeting, Washington, DC, Jan. 2000

"Strategies for Inner-City Revitalization," presentation on integrating scholarship and activism, Association of American Law Schools Annual Meeting, San Francisco, CA, January 1998

"Poverty, Low Wage Labor, & Social Retrenchment," facilitator and participant in interdisciplinary workshop on qualitative research by selected international scholars, Buffalo, NY, September 1997

"Getting Real About Work for Low income Women," presentation and roundtable discussion on welfare reform and low wage labor, Law & Society Association Annual meeting, St. Louis, MO, May 1997

"Community Development Pro Bono Legal Conference," facilitator and participant in workshop sponsored by Ford Foundation and National Economic Development & Law Center, St. Louis, MO, March 1997

"The Welfare Reform Act," panel discussion among professors of law, social work, political science, and geography at the State University of New York at Buffalo, September 1996

"Housing and Community Development Law Clinics Roundtable," workshop among law professors involved in community development programs, held in conjunction with the ABA Forum on Affordable Housing and Community Development Law, Northeastern University Law School, Boston, MA, March 1996

"Child Care and Community Development," plenary presentation at conference on creating affordable, quality child care for low-income families," Kennedy School of Government, Harvard University, Cambridge, MA, April 1995

"Urban Finance," panel discussion at Critical Legal Studies Conference, American University, Washington, DC, March 1995

"Pension Funds and Redistribution," forum presentation on the law school role in public service and social equity, Annual Meeting of the Association of American Law Schools, New Orleans, LA, January 1995

"Business and Social Responsibility," panel presentation, Simon School of Business, University of Rochester, October 1994

"Community Economic Development in the Law School Context," plenary presentation to the annual Conference on Clinical Legal Education (Association of American Law Schools), Newport Beach, CA, June 1994

"Labor Law Reform and the Working Poor," participant at Task Force meetings, Northeastern University School of Law, Boston, MA, October 1993, March 1994

"Envisioning Cooperation Between Law Schools and Legal Services Providers," panel discussion, Interuniversity Consortium on Poverty Law, Chicago, IL, May 1993

"Labor's Capital & Community Development," lecture, University of Illinois College of Law, Urbana, IL, April 23, 1993

"Child Care and Community Development," workshop presentation, Baldy Center for Law & Social Policy, State University of New York at Buffalo, December 2, 1992

"The Evolving Role of the Employee in the Corporation," panel discussion, Law & Society Annual Meeting, Philadelphia, PA, May 24, 1992

"Integrating Law Schools with Community Needs," panel discussion, Cleveland State University, Cleveland, OH, Nov. 1, 1991

"The SUNY-Buffalo Development Law Clinics & Curriculum, faculty forum, SUNY-Buffalo Law School, Feb. 22, 1991 (with Tom Disare & George Hezel)

"Community Development Finance and Planning Strategies," lecture, University of Michigan Law School conference on community economic development, Detroit, MI, November 9, 1990

"Employee Ownership of Businesses," commentary broadcast on WBFO-FM radio, Buffalo, NY, Oct. 15, 1990

"Community Development in Buffalo," workshop, Federal Reserve Bank, Buffalo, NY, October 3, 1990

"Rural Economic Development," workshop, Cornell Community & Rural Development Institute workshop, Olean, NY June 19, 1990

"Buffalo Change & Community," introduction to conference at SUNY Buffalo School of Law, Amherst, NY, April 6, 1990

"Buffalo Change & Community," panel broadcast of "Buffalo Beat" on Channel 7, WKBW-TV, Buffalo, NY, March 24, 1990

"Community Economic Development Strategies," panel, Conference on Critical Legal Studies, New College of California School of Law, SF, CA, Jan. 6, 1990

"American Corporate Law," lecture and workshop for Slovenian lawyers and economists, Boston, MA, Sept. 25, 1989

"Labor and Community Development," presentation to the WNY AFL-CIO Council, Buffalo, NY, May 9, 1989

"The Eastern Strike: Deregulation, Leveraged Buyouts, Bankruptcy Court," lecture, Cornell School of Industrial and Labor Relations, Buffalo, NY, May 4, 1989

"Non-litigation Approaches to Public Interest Advocacy," lectures, New York University School of Law, New York, NY, Nov. 21 & 28, 1988

"Worker Ownership," panel discussion, Critical Legal Studies Conference, Washington College of Law, American University, Washington, DC, Oct. 2, 1988

"Unions and ESOPs," panel presentation, Harvard Law School conference on labor policy, Cambridge, MA, Oct. 24, 1987

"Democratic Corporations," lecture, City University of New York School of Law, Flushing, NY, May 11, 1987

"Worker Ownership and Economic Development," panel presentation, North Country Development Fund conference, Minneapolis, MN, Sept. 26, 1987

- "ESOPs and Worker Buyouts," training session for attorneys, Community Economic Development Project, Chicago, IL, October 7, 1986
- "The Role of Employee Ownership," panel discussion, New York University School of Law Colloquium, "Crisis and Opportunity: Economic Development for the '90s," March 8, 1986, XV *Review of Law & Social Change* 273-278 (1987)
- "Worker Buyouts," lecture, Harvard Law School, Cambridge, MA, Dec. 4, 1985
- "Private Initiatives to Arrest Economic Decline," panel presentation, SUNY Buffalo Law School, March 8, 1985, Buffalo, NY
- "Public Interest Law," presentation, Howard University, Washington, DC, Jan. 28, 1985
- "Unions and Capital Strategies," lecture, founding conference, Wisconsin Union Resource Center, Milwaukee, WI, Nov. 17, 1984
- "Worker Ownership and Labor Law," panel discussion, Law & Society Association Annual Meeting, Boston, MA, June 8, 1984
- "Employee Ownership Legislation," panel discussion, National Center for Employee Ownership conference, Washington, DC, April 7, 1984
- "Economic Development Strategy," conference presentation, University of Pennsylvania Law School, Philadelphia, PA, March 24, 1984
- "Workplace Democracy," seminar at Harvard Law School, Cambridge, MA, March 1984
- "Public Interest Lawyering," Root-Tilden seminars, New York University School of Law, New York, NY, Dec 1983, Feb 1982
- "Practicing Corporate Law," Harvard Law School panel discussion on corporate law careers, Cambridge, MA, Nov. 2, 1983
- "Labor & Employee Ownership," panel discussion at National Lawyer's Guild convention, Chicago, IL, August 20, 1983
- "Unions and Worker Cooperatives," seminar, University of Connecticut Law School, Hartford, CT, April 13, 1983
- The Weirton Steel transaction, broadcast interview, WGBH-TV, Boston, March 15, 1983
- "The Mondragon Model," seminar discussion, Harvard Business School, Cambridge, MA, March 9, 1983

"Unions and Worker Ownership," presentation to Labor Law Project, Harvard Law School, Cambridge, MA, Nov. 17, 1982

"Fighting Plant Shutdowns," conference presentation, Cleveland, OH, Sept. 24, 1982

Numerous presentations as Dean, University of Maine School of Law, 2005-2015, and as Vice Dean, SUNY Buffalo Law School, 1998-2005

Public Service & Selected Consultations

Avesta Housing, Portland, Maine, Board of Directors, vice chair and executive committee; nonprofit development and management of affordable housing, and related advocacy (Maine and New Hampshire), 2020 – present

Economic Justice Fellowship Program, University of Maine School of Law, research and public service engaging law students with community development institutions and policy, 2018 – present

3i Supportive Housing, Advisory Board, start-up project to support affordable housing for persons with physical disabilities, Portland, Maine, 2019-present

Surf Point Foundation, York, Maine, Board of Directors, corporate secretary and executive committee; arts and artist residency foundation, 2019 – 2024

Coastal Enterprises Inc. (CEI), Brunswick, Maine, Board of Directors, 2006 – 2016; Committees -- Executive & Finance, Audit (chair), Governance, CEO Transition; community development financial institution working nationwide and in Maine.

Association of American Law Schools, Section on Community Economic Development, Executive Committee, 2022-2024

Certificate Program in Regulatory Compliance, University of Maine School of Law, Advisory Board member, 2018 – 2021

Dean Review Committee, three-year performance review of Dean of the University of Maine School of Law, 2023

The Industrial Commons, consultation regarding governance for network of worker-owned enterprises, Morganton, North Carolina, March 2022

Island Employee Cooperative, assessment and consultation regarding governance and finance for enterprise with two supermarkets and one hardware store, Deer-Isle/Stonington, Maine, March, 2020.

Maine Graduate and Professional Center, Facilities Working Group, Chair, 2020-2022

Judicial Branch IOLTA Working Group, member of court-appointed panel to advise the Maine Supreme Judicial Court on grant restrictions for Maine's Interest on Lawyer Trust Account (IOLTA) funds, Portland, Maine, 2019-2020.

Judge Frank M. Coffin Legacy Project – committee supporting biography, archives, oral history, and 2019 celebration of Judge Coffin's 100th birthday, 2015-2019

Written testimony to the Rhode Island legislature regarding proposed legislation to enact a worker cooperative corporation statute, Rhode Island General Laws, Chapter 7-6.2, April 2017

American Bar Association Site Evaluation Team, Robert H. McKinney Indiana University School of Law, Indianapolis, IN, Fall 2016 – Spring 2017

Search Committee, Provost for the University of Southern Maine, Winter/Spring 2016

Wayfinder Schools, New Gloucester, Maine, consultation on corporate and board governance, June 2015

Merit Selection Committee for U.S. Magistrate Judge, District of Maine, member, 2013

American Law Institute, member, 2005 - 2015

Justice Action Group, Portland, Maine, board member, 2005 - 2015

Edward Thaxter Gignoux Inn of Court, Portland, Maine, member, 2005 – 2015

Dean Search Committee Chair for the University of Southern Maine College of Management and Human Resource (2011) and College of Arts, Humanities, and Social Sciences (2010), Portland, Maine.

Juvenile Justice Task Force, co-chair (with Maine Supreme Judicial Court Chief Justice) for statewide coalition effort to improve the juvenile justice system in Maine, 2009-2011

ABA Section of Legal Education and Admissions to the Bar, Clinical Skills Committee, member, 2009-2011

Association of American Law Schools, Planning Committee for 2009 Workshop on Transactional Law, member, 2008 – 2009, Washington, DC

Advisory Committee on the Laws Governing Legislative Ethics, Maine Legislature, member, 2006 - 2007

Search Committee for Director of the Institute for Local Governance and Regional Growth, State University of New York at Buffalo, Chair, 2005

President's Task Force on University Engagement with the Community, State University of New York at Buffalo, 2004 - 2005

New York Not-for-Profit Corporation Law revision, consultant and reporter, NYS Bar Association, Committee on Corporations & other Business Entities, 2002 – 2005

New York State Judicial Institute on Professionalism in the Law, member, 2001 - 2005

Fulbright Senior Specialists Roster, approved by Council for International Exchange of Scholars for consultation with overseas academic institutions, 2001 - 2005

Paraprofessional Healthcare Institute, Inc., Bronx, NY, legal counsel in corporate, finance, and policy matters for home health care network, 1994 - 2004

Faculty Advisor, *The Buffalo Women's Journal*, 1992 - 2005

Class Action, alto saxophone, SUNY Buffalo Law School jazz band, benefit performances for Buffalo Public Interest Law Program, 1996 - 2005

New Energy Works, Inc., consultation on corporate reorganization of design and construction company, Rochester, NY, 2002-2003

Western NY Workers Rights Board, panel for labor dispute resolution, 1995 - 1999

"Organizing the Philadelphia Childcare Industry," participant in day-long strategy session hosted by the National Union of Hospital and Health Care Employees and Childspace Cooperative Development, Inc., 1998

"Women, Work, & Welfare Reform -- A Home Health Care Case Study," research project supported by the Fund for Labor Relations Studies, 1996 – 1998

Faculty Advisor, *ABA Journal of Affordable Housing and Community Development*, 1994 - 1998

Working Group on Welfare Reform, Women and Work, Harvard Law School, Cambridge, MA, 1994 – 1999

Outside Review Committee, University of Michigan Law School, Program in Legal Assistance for Urban Communities, Chair, 1996

Professional Education Project, panel appointed by Chief Justice of the New York State Court of Appeals, 1994 – 1996

ICA Group, Inc., strategic planning workshop for sectoral strategies in community economic development, Boston, MA, November 1994

Villagers for Responsible Planning, Inc., East Aurora, NY, President and Board of Directors, 1993 - 1997

East Aurora Industrial Development Task Force, member, 1994 - 1997

Buffalo Philharmonic Orchestra, legal counsel to musicians in governance and corporate restructuring, 1994

American Federation of Musicians, legal and organizational guidance for musician control of symphony orchestras, with ICA Group (Boston), 1993

Interuniversity Consortium on Poverty Law, 1992 - 1995

NYS Center for Employee Ownership & Participation, legal analysis of environmental issues in proposed acquisition of a western New York factory, 1992

National Advisory Council, University of Michigan Law School, Program in Legal Assistance for Urban Communities, 1990 - 2000

Project Review Committee, WNY Economic Development Corporation, Minority Business Enterprise Project, 1991-1992

Office of Urban Initiatives, Inc., Buffalo, NY, Board of Directors, 1991-1994

Lead organizer of conference, "Buffalo Change & Community" (1990), and related symposium issue of the *Buffalo Law Review*, Vol. 39, No. 2 (Spring 1991)

Buffalo Common Council Commission on Urban Initiatives, advising Council on policies to address poverty in Buffalo, 1990-1992

Steel Valley Authority, consultation on industrial renewal, Pittsburgh PA, 1989-1990

Counsel to community organizations and enterprises, SUNY Buffalo Community Economic Development Law Clinic, founder & director, 1988 – 1998

August 2025