

Thank you all for coming and for making my 15 years here good ones. USIU offered me the chance to switch from full time research to teaching and I am very thankful for it.

I have played a number of roles here and when I looked it up today, realized I have taught 30 different courses – from earth sciences (my undergrad major), to Ecotourism, to the Good Life (Hum 1020), and my favorite courses on Sustainable Management and Ethics. As a generalist who is curious about the world and all its diversity this has been a great fit and a treat – particularly when classes often had students from 10-15 different countries.

I will miss the interaction with students but not the night classes and grading papers... I enjoyed the undergraduates (Nandar : faces and names story) – and graduate students in the MBA and DBA programs.

I have also enjoyed the interaction and cooperation with faculty, staff and administrators over the years on teaching, research and institutional projects. I would particularly like to remember the exceptionally hard work of Ali Abu Rahma and Linda Swanson.

Coteaching and participating in classes with Oscar Schmiede, Al Zolynas, Ken Richardson, Rene, Krishna, Ute and others was always a treat – and coteaching should be more strongly encouraged and rewarded. It has also been rewarding to work with a wide range of adjuncts, including Greg Lorton, David Acuff (who sadly passed away at 57) and others. Thanks also to Rachna Kumar for her leadership of the BMD...

Over the years many administrators and staff have extended themselves to help make my work possible – and I want to thank them as well – Jennifer Wilson, Ramona Kunard, Mike Pittenger and many others. Dean Goodrich has been exceptionally kind and helpful and fully understands the global challenge we face to find sustainable ways of running businesses, organizations, countries and universities. Staff in all departments and programs have also been helped and supported projects and activities on and off campus.

NEVER WORKED A DAY IN HIS LIFE

It is said you will never work a day in your life if you love what you do. For much of my career I can say I was that lucky.

But it has been forty years since I started my professional career in 1970 for the SD County Environmental Development Agency. We prepared a report on the status of the coastal lagoons and opportunities for their preservation when they were threatened by filling and development. It is very rewarding to know they are all still here, and many are undergoing restoration... The many years of studying and testing and teaching

sustainable management hasn't dimmed my interest or enthusiasm for the subject and I hope to continue working on it for many years to come.

I plan to stay on the frontier... one of my remaining big books is an ecological and cultural study of the impact of the fur war in the West (1800-1840).

The drawback of being a pioneer is the time lag for seeing my interests more widely accepted seems to be 20-30 years – so I will have to hang around until 4 score and ten to see my current interest in true cost accounting widely accepted. Hope to see you all then...

The kindness of strangers helped throughout my travels

as my research interests led me to Jordan, Mexico, Canada, the Netherlands, Sweden, Belize, Portugal and China with many adventures along the way – good ones, like a home visit with a taxi driver and his family in Petra....to some scarier events

a stalled Jeep in the blistering heat of the Yucatan jungle without water... I jump started it with my swiss army knife.

An invitation to dance by a very drunken (and armed) narco lord in Chihuahua... I deflected the invitation.

Driving into Beijing after the Tiananmen Square massacre to the site of, as our driver put it, “freshly burning vehicles...” Hearing the machine guns and artillery as we waited to escape...

Having a driver swerve off the road at high speed in Jordan's desert... A plane engine on fire... A bus on fire...

And the many maladies that have resulted from field work - encephalitis, meningitis (possible), valley fever and heat exhaustion (ecology research) and the nasty virus I picked up in China in 1989.... But where, to offset the loss, I also met my delightful wife (the leader of our agroforestry trip).

The years at USIU/AIU, as the Chinese say, been interesting, but it has been a pleasure to know, work and learn with you... Thank you all. Keep in touch and feel free to ask for any syllabi, notes or course materials...