

JOHN HOLBROOK JR.

Preamble

Since the end of 2001, when heart trouble forced me to retire at the age of 64, I have been seeing as much of my family as I can, serving in my church, working on a couple of books, and spending too much time in doctors' offices, clinics, and hospitals trying to stay alive.

For those who are interested in what I did with the public side of my life, my bio appears below. I have divided it into three sections: 1 - Career, 2 - Board Service, and 3 - Education and Training.

1 – CAREER

CHOSEN PEOPLE MINISTRIES INC. (CPM), New York, NY

This ministry presents the Gospel of Yeshua (Jesus) to unbelieving Jews throughout the world. In the late nineteenth century, Leopold Cohn, a Jewish rabbi, emigrated from Hungary and immigrated to the United States in search of the Promised Messiah of Israel. In 1892, he heard a young Jewish missionary preach the gospel (good news) of Yeshua (Jesus) to 800 Jewish men and women in a crowded church in lower Manhattan. After a sleepless night, during which the words of the preacher filled his thoughts, he sought out the missionary and received from him a copy of the New Covenant Scriptures (the New Testament). That night, he read the Gospel of Mattityahu (Matthew) and recognized in the Yeshua of the Scriptures the Messiah for whom he had been looking. He accepted Yeshua as his Savior and Lord. Two years later, in 1894, he established an organization dedicated solely to conveying the Gospel of Yeshua to his people. Since then, although its name has changed from Brownsville Mission to Williamsburg Mission to the American Board of Mission to the Jews to CPM, its mission has remained the same, and although its missionaries are predominantly Jewish believers, its board and administrative staff include many Gentile believers.

1999–2001 - Vice President & CFO. I was responsible for all administration, finance, and development.

1997–1999 - Consultant to its new president. In the administrative area, I reviewed policies and procedures and prepared a reorganization plan and new policy statements. In the financial area, I prepared turn-around budgets, monthly financial statements, and financial projections. In the development area, I analyzed direct mail results, visited major donors, wrote grant proposals, etc.

JOHN HOLBROOK JR., ARCHITECT, New York, NY

1994–1997 - Sole Proprietor. I consulted with a wide variety of clients – some with building planning, design, and construction problems, some with management problems or a need for strategic planning. I discontinued this practice to work full-time for Chosen People Ministries.

HIATUS, New York, NY

1993-1994 - Several months after leaving my previous job, I underwent a second spinal operation. Months of physical therapy followed. During this period, I had much time on my hands, which I spent mostly doing research for the books I am now trying to write. At the end of this period, I went through three months of outplacement to assist me in deciding on a next step.

MERRILL LYNCH & CO.'S CORPORATE REAL ESTATE DIVISION, New York, NY

1988-1992 - Vice President & Planning Manager, Real Estate Planning & Development. I prepared strategic and long range planning reports regarding ML's headquarters space bank (more than 5 million usf¹). I also managed the planning and design of major new facilities projects. My last such project was a 500,000 usf/600,000 rsf² operations center for 2,500 persons in 101 Hudson Street, a 40-story, 1.5 million gsf,³ high-tech office building in Jersey City, NJ. I prepared the preliminary program, budget, and schedule, guided Linpro (ML's partner) and its A&E consultants in the design of the base building, and hired and managed ML's A&E consultants in the programming and design of the tenant fit-out work. The project was finished on time and for 62% of the budget (saving \$40 million). Soon thereafter, Merrill Lynch commenced down-sizing, and this down-sizing affected Corporate Real Estate in general and me in particular. I was told that there would be no further large projects for years, and that I was too highly paid to be put to work on small projects. Unmentioned, but probably also a factor, was the fact that a spinal operation had left me somewhat disabled and unwell. In any event, Merrill Lynch gave me a generous severance package and sent me on my way.

1988-1988 - Consultant to Planning & Design Manager in HQ Facilities

Management Group. I prepared a detailed task list for the management of a proposed \$350 million project, developed the scope for several site investigations, and designed and administered a meticulous architect-selection process.

1987-1988 - Consultant to Planning Manager in Planning & Design Department. I managed a team of planning consultants which identified units' future space needs, developed alternative scenarios for meeting those needs, and compared the time frames and costs involved. I personally wrote the more complicated planning reports, developed new planning procedures and spreadsheets, and prepared several corporate planning reports which analyzed existing organizational structures and procedures and proposed new organizational structures and procedures.

JOHN HOLBROOK JR., ARCHITECT, New York, NY

1986-1987 - Sole Proprietor. I designed several small projects, served as a construction consultant to a condominium apartment building which was suing its sponsor, and served as a management consultant to a church which was reorganizing its administration and finances. I discontinued this practice to work full-time for Merrill Lynch.

¹ Useable square feet.

² Rentable square feet.

³ Gross square feet.

EPISCOPAL CHURCH BUILDING FUND, New York, NY

The Episcopal Church Building Fund is the equivalent of a small bank, which loans money to churches and dioceses for building construction.

1984–1986 - Vice President. I managed the loan portfolio. I also prepared strategic, long range, and financial development plans, conducted proposed project plan reviews, consulted extensively with dioceses and congregations regarding the planning, designing, and financing of building construction, and designed new financial systems of accounting and reporting. I argued at every level of the church for a return to orthodoxy, and I was fired.⁴

UNEMPLOYED, New York, NY

1983–1984 - Job search. I spent fourteen months seeking a job, during which time I acquired some humility and much compassion for others out of work.

ARCHITECT & FARMER, Grafton, VT

1978–1983 - Sole Proprietor. As an architect, I designed commercial and educational facilities, extensive energy-related alterations to a monastery, and residential renovations. As a farmer, I built up and managed a 300 acre farm which sold mainly polled-hereford cattle, but also beef, lamb, pork, eggs, maple syrup, and timber. My time in Vermont was brought to a close by the failure of the Bellows Falls Woodworking Company (see below under Board Service). I spent 18 months selling its and my assets (including my home and most of its contents) to meet all the company's financial obligations – thereby avoiding its and my bankruptcies.

INTERNATIONAL CONSORTIUM OF ARCHITECTS (ICON arc), Washington, DC

This architectural firm executed many commissions, including high-rise office and apartment buildings, office layouts and interiors, single-family homes, and feasibility studies. In 1978 alone, the value of construction exceeded \$20 million (1978 dollars).

⁴ When I finally became a Christian in 1980, I was drawn to the Episcopal Church of the United States of America (ECUSA) by the memory of the Christianity I had encountered in the Chapel of St. Peter and St. Paul at Saint Paul's School, an Episcopal boarding school which I had attended in the early 1950s. As I began working at the Episcopal Church Center in NYC and traveling around the country visiting Episcopal churches and dioceses, however, I soon became aware of and appalled by the growing apostasy among ECUSA's priests and bishops. Increasing numbers of them were denying the reliability of the Holy Scriptures and therefore the historicity of Genesis 1-11, which identifies the nature of sin and establishes the necessity of blood sacrifice to atone for sin, and the Gospels, which attest to the divinity of Jesus, the mystery of His incarnation, and the uniqueness of His mediation between God and men. What I saw being played out was the trajectory of Liberalism replacing Christianity which J. Gresham Machen had described in Christianity and Liberalism in 1923. That my fears in the mid-1980s were warranted has since become evident. By 2006, Liberalism had just about supplanted Christianity in ECUSA. In that year, ECUSA elected a female presiding bishop who was both the least experienced and the least orthodox of the candidates standing for the office - among other things, she prays to "Mother Jesus," she does not regard Jesus as the sole path to salvation (being unable to describe what happens to a person after death, she may not have too firm a grasp on what salvation is), she does not regard homosexual behavior as a sin, and she strongly advocates same-sex marriages and the acceptance of practicing homosexuals in the clergy. In 2009, she even ridiculed Christians for believing that Jesus offers eternal life to individuals. The wonder to me is actually, not that increasing numbers of lay people follow her and her liberal cohorts, but that they regard what is left in ECUSA as "Christian."

1969–1978 - Founder and Partner. In addition to participating in the design of its projects, I managed the firm’s administration and finance.

INTERNATIONAL CONSTRUCTION INC. (ICON inc), Washington, DC

This real estate company developed several small projects, but its plans for more ambitious projects were torpedoed by the recession which started in 1974. The company ceased operations in 1975.

1969–1975 - Founder and President. In addition to searching for and acquiring property, I managed the company’s administration and finance.

KEYES LETHBRIDGE & CONDON, ARCHITECTS, Washington, DC

1968-1969 - Architectural Apprentice. I worked on multi-million dollar office buildings.

PETER J.B. VERCELLI, ARIBA, New Haven, CT

1965–1967 - Architectural Apprentice. During graduate school, I took a year off from Architecture School to take advantage of an unusual opportunity: Mr. Vercelli, one of the professor’s at the school, invited me to assist him in the design of a new building for the Paier School of Art in Hamden, CT. I participated in the design, drew all the working drawings, and supervised the construction of this unusual, poured-concrete, sky-lit building.

EERO SAARINEN & ASSOCIATES, Hamden, CT

1964 - Architectural Apprentice. During graduate school, I worked on the Fine Arts Building for the University of Massachusetts at Amherst.

ROGERS & BUTLER ARCHITECTS, New York, NY

1963 - Architectural Apprentice. During graduate school, I worked on a new building for the Lenox Hill Hospital in New York City.

UNITED STATES MARINE CORPS (USMC)

1961–1962 - Battalion Liaison Officer, S-3 (planning staff), 2nd Battalion, 3rd Marine Division, Camp Schwab, Okinawa. I wrote all operation orders for training maneuvers and in support of Fleet Marine Force contingency plans. I discovered that I had a real talent for organizing large amounts of information, people, and things in workable ways. My *piece de resistance*: I initiated, developed, wrote, and implemented a detailed test to evaluate the tactical proficiency of my battalion’s rifle companies, which received a commendation from the Commanding General of the 3rd Marine Division (he made it standard throughout the division), but which also – alas – earned me the hostility of my battalion’s company commanders (all their companies flunked the test).

1960-1961 - Platoon Commander & then Company Executive Officer, Company F, 2nd Battalion, 7th Regiment, 1st Maine Division, Camp Las Pulgas, Camp Pendleton, CA.

1959-1960 - Officer Training.⁵

⁵ See The Basic School, USMC entry in Education & Training.

2 - BOARD SERVICE

a - Business Boards

BELLOWS FALLS WOODWORKING COMPANY INC., Bellows Falls, VT
1981–1983 - Founder, Chairman, and CEO. While practicing architecture and farming, I formed, oversaw, but did not manage a company which made custom wood cabinets, reached sales of \$80,000 per month, but expired in the home building recession of 1981-82.

THE DESIGN STORE, Gaithersburg, MD

This company sold clothing, house-wares, and furniture of contemporary design. Its stores were located in Washington DC, Springfield VA, Gaithersburg MD, Rockville MD, Columbia MD, Paramus NJ, Atlanta GA, and Norcross GA. In addition, the company operated furniture factories in Hickory NC and Waynesboro VA and maintained a furniture showroom at High Point NC. The company's gross sales in 1980 were \$9,020,000. A drop in sales in 1981, due to the business recession, forced the company to reorganize under Chapter 11 in 1982.

1976-1982 - Director.

WASHINGTON HEALTH CLUBS, Washington, DC

This company operated a health maintenance facility called "The Office Health Club" for professional men and women who led sedentary lives.

1972-1979 - Director. I designed the facility.

b - Christian Church Boards

NEW LEBANON CONGREGATIONAL CHURCH, New Lebanon, NY

2013-2015 - Elder

2011-2013 - Treasurer

2008-2011 - Chairman of Diaconate.

2008-2011 - Deacon. I completely reorganized this church's administration and finance.

OUR SAVIOUR EPISCOPAL CHURCH, New Lebanon, NY

2005-2006 - Junior Warden.

2002-2006 - Vestryman.

2001-2006 - Treasurer. I completely reorganized this church's administration and finance. I also taught all its Bible classes.

ALL ANGELS EPISCOPAL CHURCH, New York, NY

1991-1996 - Chairman of Finance Committee. I completely reorganized this church's administration and finance.

1990-1996 - Vestryman.

CALVARY – ST. GEORGE EPISCOPAL CHURCH, New York, NY

1985-1988 - Vestryman. I completely reorganized this church's finances.

THE BODY OF CHRIST FELLOWSHIP, Bellows Falls, VT

This fellowship was a home church.

1980-1983 - Elder. I wrote the fellowship's constitution, set up its administration and finance, presided at some of its services, and taught some of its Bible classes.

c - Christian Ministry Boards

BORO PARK SYMPOSIUM, Brooklyn, NY

This symposium is a forum for the leaders of Messianic congregations and ministries to present papers and discuss issues affecting the Messianic community in the United States.

2006-2008 - Chairman of Steering Committee. The committee planned, organized, selected the presenters for, published the papers of, and invited the participants to the first symposium on October 8-10, 2007. It was working on a second symposium when I resigned. I did so because I was the only Gentile on the committee, and I felt that I had accomplished my purpose, which was getting these leaders to meet and talk in a spirit of brotherly love and mutual respect despite their many disagreements.

CHOSEN PEOPLE MINISTRIES (CPM), New York, NY

See explanation of this ministry above.

2006-2009 - Chairman of Board.

2002-2009 - Director. A significant portion of my time on CPM's board was devoted to making the transition from traditional board-governance to Policy Governance.⁶

HOPE FOR INDIA, Canandaigua, NY

This ministry⁷ was a U.S. corporation which supported an indigenous mission in Chillakallu, Andhra Pradesh, South India. In the early 1970s, Philip Papabathini, a Hindu Chief of Police, accepted Jesus as His Saviour and Lord. He immediately resigned his commission, attended Bible College, and then established a mission to convey the Gospel of Jesus to the Hindu people in Andhra Pradesh. During the next 30 years, the mission grew from a congregation of two (he and his wife) to a community of over 400 churches with more than 25,000 believers. In 2007, it was operating orphanages and an elementary school for both boys and girls, a Bible college for prospective pastors, and eye-care and

⁶ Policy Governance was developed by John Carver as an alternative to traditional governance in which board committees oversee and get involved in the main areas of an organization's activities (I highly recommend Carver's many books, but particularly his Boards That Make a Difference (1997)). Policy Governance is designed to draw a sharp distinction between board and staff responsibilities: the board is responsible for establishing organizational "ends" and policies; the CEO is responsible for achieving the board-set ends while adhering to board-set policies. Thus, within the limits set by the board, the CEO is free to mold, manage, and motivate the organization as he sees fit. This approach has two important results: (a) it prompts the board to stay focused on the big picture and prevents the board from meddling in operations and (b) it tells the CEO, not what he must do, but what he cannot do, thereby freeing him to use his creativity and initiative in the execution of his job (in this respect, it imitates God's Ten Commandments, which are mostly proscriptions rather than prescriptions).

⁷ This ministry was initially incorporated under a different name. When a defect, which affected the tax-deductibility of gifts to it, was discovered in its founding documents, it was reincorporated under its current name.

dental clinics serving the Chillakallu area which were staffed periodically by visiting professionals from the U.S. and Europe. In 2008, however, it split into two separate missions, and Hope for India, which had been created to support a single ministry, was shut down in late 2008.

1997-2008 - Director & then Honorary Counselor.

CHRISTIAN URBAN PARTNERSHIP,⁸ New York, NY

This ministry was established to present a Christian witness in the city.

1992-1993 - Chairman of Issues Committee.⁹ This committee discussed the issues involved in renewing New York City and then produced a document which was entitled *Resolutions & Observations on God's Standards for Society*. I wrote all drafts of the document.

1991-1994 - Member of Board.

1991-1992 - Chairman of Steering Committee. I wrote its by-laws. I also gave talks at two luncheons which were held to develop enthusiasm and support for the new organization.

MESSIANIC ASSOCIATION OF NEW YORK (MANY), New York, NY

The association provided a forum for the leaders of Messianic congregations and ministries to socialize and discuss issues which affected the Messianic community in the New York metropolitan region.

1991-1992 - Chairman of Steering Committee. This committee planned, wrote the organizational documents for, and selected the initial members of MANY. Although I was asked to become president of the new association, I declined. I did so because I was the only Gentile on the steering committee and I would have been the only Gentile on the association's board, and I felt that I had accomplished my purpose, which was getting these leaders to meet and talk in a spirit of brotherly love and mutual respect despite their many disagreements.

MISSION METRO NEW YORK, New York, NY

This organization initiated, organized, raised the money for, and managed the Billy Graham Rally in Central Park on September 19, 1991.

1991 - Chairman of Executive Committee. I managed the entire operation. I also wrote a briefing paper for Rev. Graham concerning the changes in New York City between his rally there in the 1950s and his coming rally in 1991.

1991 - Chairman of Finance Committee. I managed the raising of \$1.75 million.

1991 - Chairman of Jewish Committee. This committee consisted of the leaders of Messianic congregations and ministries in the New York metropolitan region. I succeeded in getting these leaders to meet, talk, and work together in a spirit of brotherly love and mutual respect despite their many disagreements. The Jewish committee wrote a

⁸ This ministry was initially named the New York Christian Coalition, but it was renamed after a national organization, the Christian Coalition, was formed and began designating its state chapters as the Christian Coalition of [state] – e.g. the Christian Coalition of New York.

⁹ Members of the committee were Rev. Bruce Backensto, Dr. Tony Carnes, Richard Galloway, Rev. Mitch Glaser, Bobby Gross, Ron Highley, myself, David Eugene Kucharsky, Edward Morgan, Donald Osgood, Dr. Friedhelm Radandt, Rev. Chuck Rigby, Rev. Terry Twerrell, Gerald Wisz, Msgr. John Woolsey, James Varnhagen, Dr. Paul De Vries, and Richard Yang.

briefing paper for Rev. Graham, prepared handouts, trained counselors, developed a follow-up plan, etc. It also selected Cathy Gifford and Marty Goetz, both Jewish Christians, to perform at the rally and some prominent Jewish Christians to sit on the dais.

LIVING IN FREEDOM ETERNALLY (LIFE), New York, NY

This ministry was founded by Ron and Joanne Highley and serves men and women who wish to be free of bondage to homosexual behavior. The Highleys asked me to help them make the transition from a personal ministry to a non-profit corporation,

1986-1987 - Chairman of Board. I set up its administration and finance and presided over the board until its members were familiar and comfortable with corporate governance.

1985-1986 - Chairman of Steering Committee. I wrote its by-laws and prepared the documentation for its incorporation.

d - Other Boards

CARNEGIE HILL TOWER, New York, NY

Carnegie Hill Tower is a 32-floor, residential condominium which is managed by a Board of Managers.

1984-1987 - Manager. I served on the initial board, which negotiated the transition from sponsor-management to board-management - what can be and was a very difficult process.

YALE CLASS OF 1959, New Haven, CT

1980-1983 - Chairman of 25th Reunion Committee.

1974-1980 - Member of Class Council.

1963-1964 - Chairman of 5th Reunion Special Gifts Committee. I managed the raising of a record amount for a 5th reunion class.

GRAFTON ELEMENTARY SCHOOL, Grafton, VT

1980-1981 - Chairman of Curriculum Committee. This committee was convened to define the educational and social specifications for a new school and community center. I wrote the committee's report.

NORTHEAST WINDHAM COUNCIL FOR THE ARTS, Bellows Falls, VT

This organization fosters the arts in the towns of Rockingham, Westminster, Grafton, and Athens, VT.

1979-1981 - Chairman of Board. I set up the organization's administration and finance, and I presided over its board until I found myself at odds with the rest of the board over the policy which should govern the council's art-film program (I believed that the council should avoid sponsoring films with egregious profanity, sex, and violence, such as Roman Polanski's *Repulsion* (1965), while the rest of the board regarded such avoidance as a form of censorship). I resigned from the board and the association.

1979 - Member of Steering Committee. I wrote the organization's constitution.

GRAFTON IMPROVEMENT SOCIETY, Grafton, VT

This society undertakes projects which will improve the physical environment of the Town of Grafton.

1980 - Chairman of "Chapel" Committee. The "Chapel" Committee was convened to recommend to the society's board what the society's position should be with respect to the renovation of the local church's parish hall ("Chapel"), which a group in the town was considering undertaking. I wrote the committee's report, and then I produced a proposed design for the renovation which would enable the building to serve the church and the community better.

1979-1981 Vice President.

RUSSELL TRUST ASSOCIATION, New Haven, CT

This association is the corporate umbrella for a senior society at Yale.

1978-1979 - Chairman of Annual Fund Drive. I managed the raising of a record amount.

1975-1978 - Trustee.

1965-1968 - Assistant Secretary. I oversaw undergraduate activities and wrote a 67-page manual which documented the society's traditions and procedures.

FOUNDATION FOR STUDIES OF MODERN SCIENCE, Princeton, NJ

This foundation sponsored investigations into problems of contemporary science for which uniformitarian based theory has either no or less than satisfactory solutions - particularly in the areas of ancient chronology, geophysics, and astronomy. The foundation's most significant investigation was the radiocarbon dating of a piece of wood associated with the reign of Akhnaton at the end of the 18th dynasty of Egypt. The test put the wood at c. 830 BC - exactly the result predicted by Immanuel Velikovsky's reconstruction of ancient history. The foundation was ultimately dissolved because it could not find the scale of support which it required to underwrite the tests in which it was interested.

1971-1973 - President.

1968-1971 - Vice President. In 1968, I traveled to Israel as part of the foundation's attempt to send an archaeological expedition to El Arish in the Sinai.

YALE SCHOOL OF ARCHITECTURE, New Haven, CT

1962-1963 - Chairman of Student Film Project. This project produced a film which was used to oppose a proposed extension of Interstate 91 through New Haven's East Rock Park. I wrote the film's script and then organized the film's production. The proposed extension was not built.

3 - EDUCATION & TRAINING

INTERNATIONAL FACILITIES MANAGEMENT ASSOCIATION (IFMA), San Francisco, CA

1988 - Certificate. I took a two-day seminar in "Long Range Planning & Strategic Facilities Management."

MANAGEMENT INSTITUTE, UNIVERSITY OF WISCONSIN, Madison, WI
1984 - Certificate. I took a two-day seminar in "Strategic Planning for Non-profit Organizations."

SCHOOL OF ARCHITECTURE, YALE UNIVERSITY, New Haven, CT
1963-64, 1966-68 - Master of Architecture. I underwent a four-year graduate course in architectural history, design, and practice, which included comprehensive introductions to both structural and mechanical engineering. For my thesis, I designed a large regional high school. During these years, I also pursued a serious interest in natural history, human history, human nature, and the nature of human knowledge. I took several courses in the history of science (two were taught by Derek de Solla Price) and spent almost as much time reading in the stacks of the Sterling Memorial Library as I did drawing in the drafting room of the Architecture School. (In 1965, I withdrew from the school for a year to take advantage of an unusual opportunity that was offered to me by one of the school's professors, Peter J.B. Vercelli. See under career above.)

SCHOOL OF ART, YALE UNIVERSITY, New Haven, CT
1962-63 – I took a full schedule of courses in art history, architectural history, drafting, drawing, and painting to prepare for the School of Architecture.

THE JUNIOR SCHOOL, U.S. MARINE CORPS SCHOOLS, Quantico, VA
1964 - Certificate. I took a one-month course for reserve field-grade officers in staff planning for "Amphibious Warfare" (I was a captain in the USMC Reserve at the time).

THE BASIC SCHOOL, U.S. MARINE CORPS SCHOOLS, Quantico, VA
1960 - Certificate with Honors. I underwent a seven-month officer-training course. Although well known for its rigorous training of enlisted personnel, the U.S. Marine Corps is less well known for the manner in which it transforms college graduates into commissioned officers ready to lead other men in the stressful and chaotic environment of the modern battlefield. That is a shame, because the method works. At its simplest, it is broken into three steps: education, demonstration, and application – e.g., a student listens to a lecture on firing the 105 millimeter howitzer, he then observes a demonstration of the firing of the howitzer, and finally he fires the howitzer himself. By the end of the course, each officer-student has been introduced to and acquired some experience in almost every aspect of the warfare he is likely to encounter on the modern battlefield.

TRAINING & TEST REGIMENT, U.S. MARINE CORPS SCHOOLS, Quantico, VA
1959 - Commission – 2nd Lieutenant. I underwent a three-month officer-candidate course – the Marine officer-candidates' equivalent of the Marine enlisted men's "boot camp."

YALE COLLEGE, YALE UNIVERSITY, New Haven, CT
1959 - Bachelor of Arts. I majored in English literature and rowed on the varsity crew. During these years, I awoke intellectually. I must admit, however, that this awakening led

less to diligence in the classroom and more to self-directed, voracious reading – mostly in philosophy, religion, and ancient history.

INSTITUTE OF GENERAL SEMANTICS, Lakeville, CT

1958 - Certificate. I took a one-week intensive course in General Semantics.

SAINT PAUL'S SCHOOL (SPS), Concord, NH

1955 - Diploma *Cum Laude*. I attended this Episcopal boarding school for five years (grades 8-12). In my day at least, SPS helped young males make the somewhat perilous transition from boyhood to manhood with steady doses of worship (seven days a week), academics (six days a week), and sports (six days a week) in the context of a sylvan setting, relentless competition among its 450 charges (ages 13-17), and the demanding, but benevolent supervision of dedicated professionals and their wives who took their responsibility to serve *in loco parentis* seriously. In the chapel, I was stirred by the services formed by the King James Version of the Bible, the 1928 Book of Common Prayer, and the 1940 Hymnal and graced by the great music of Christendom. In the classroom, I began to think and write seriously about certain subjects, and, under the tutelage of an extraordinary group of math-teachers, I developed a love of geometry, algebra, and the calculus. On field and pond, I learned to give a reasonable account of myself in football, hockey, and crew (my favorite). Perhaps most important, in the rough and tumble environment of inquisitive, impatient, energetic, and sometimes insensitive adolescent boys, I learned to make my way in the world.

ST. BERNARD'S SCHOOL, New York, NY

This school was founded and run by old-world schoolmasters who had gotten their educational philosophy and training in the public (actually private) schools of England. In my day, we were drilled in the basics - reading, writing, and arithmetic - and I do not recall even one instance in which my opinion was solicited – about anything. Once equipped with the necessary tools, however, we began to think.

1950 - Diploma. Elementary school ended for me at the end of the 7th grade.