

## LEE WEBB

### Biographical Information

(updated as of December, 2023)

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### RECENT POSITIONS

**Margaret Chase Smith Center on Public Policy, University of Maine (Orono)**

*Senior Fellow  
January 2004--Present*

**Consultant, Governor's Office.** State of Maine. (Dirigo Health Initiative) 2005-2006.

### POSITIONS (1985-2017)

**New School University, New York, New York**

*Vice President for Administration and Business Development Oct. 1998-June 2003*

New School University has 7,500 degree students and 20,000 adult students in seven divisions. It owns or leases approximately 1 million square feet in a very congested and expansive part of the city. Its annual budget is \$160 million, and its capital budget averaged \$20 million in the last five years.

### Accomplishments: Strategic Planning and Management

- Developed the annual Capital Budget for University, through consultation with the Deans of Divisions, the Vice Presidents of the University, Committees of the Board of Trustees, the Executive Vice President and the President. Regular reporting on progress of capital budget projects to the President, the Deans, and Board of Trustees.
- Staffed and managed the University's Board of Trustees Buildings and Grounds Committee, which supervises real estate, construction and capital

budget. Prepare all materials and make detailed presentations four times a year, including the presentation of the annual Capital Budget.

- Made regular presentations to the University's Board of Trustees Budget Planning Committee (Finance Committee).
- Supervised University's presentations to Standard and Poors, Moodys, and the Municipal Bond Insurance Agency (MBIA) for the University's 1999 \$45,000,000 bond issue, and 2001 \$22,500,000 bond issues. Also, was primary liaison with New York State Dormitory Authority which issued these bonds, securing their Board approval and that of the State Public Authorities Control Board.
- Assembled internal staff and outside consultants for the development of a Five-Year University Master Facility Plan. This process is scheduled to be announced in late fall of 2002.

#### **Accomplishments: Real Estate**

- Developed strategic plan for the expansion and upgrade of the University's residence hall portfolio, aimed at increasing total beds from 700 to 1500, and in the process, the replacement of small leased residences with few amenities with large owned facilities with a full range of student services. Have added since 2001, approximately 650 beds, and have shed about 200 beds. The following are some of the transactions I have undertaken to carry out this plan.
- Identified site and developer and negotiated 10-year lease with option to buy for a developer to convert a 100,000 sq. ft. commercial building in lower Manhattan into a dormitory. Supervised performance and dormitory opened in August of 2001 and the University houses 470 students at that location.
- Negotiated with developer and acquired 35,000 sq. ft. facility near campus. Hired developer to renovate the building to our specifications. and to develop it as a 180-bed dormitory. The building opened in August 2002.
- Negotiated renewal with options for 30,000 sq. ft of residential space on Union Square, that is used for 100 bed student residence.
- Active engagement with NYC Building Department, Landmarks Commission, Fire Department, Board of Standards and Appeals, Community Boards, and certain City agencies and local public officials and community groups about our properties, our plans and requests for permits.

- Convinced Moody's Investor Services, the main rating agency on the University tax exempt bonds, to give weight to University's real estate assets in determining credit rating. They agreed and this was a major contributing factor in the recent upgrade of University's credit rating.
- Developed and completed University wide effort to increase University public identity by implementing signage standards for all rooms and public spaces for whole University, installing flags outside all buildings, and designing a new large campus map affixed to outside of all buildings.

#### **Accomplishments: Construction**

- Managed approximately \$30,000,000 of construction in last four years and supervised another \$25,000,000 of construction projects undertaken by developers working on a turnkey basis.
- Took all construction management in house and ended previous outsourcing arrangement with ARAMARK.
- Created and chaired All University Construction meeting on weekly basis that includes key personnel from Information Technology, Security, Facilities, Maintenance, and Telephone Operations to improve management of complex projects.
- Centralized all construction and architectural contracts in my office eliminating ability of a College or Division and University administrative unit to do projects directly.

#### **Accomplishments: Business Operations and Development**

- Hired Director of Business Operations to increase revenue for University from ancillary enterprises, such as food service, rental of auditoriums and conference facilities, and to provide business consulting services for academic departments.
- Developed business plan for take over of and the maximization of income from the Parsons Fashion Institute Conference facility at 40th and 7th Avenue.
- Developed curriculum and business plan for expansion of Health Management Graduate Program of the University's Milano School of Urban Policy and Management.

- Developed business plan for the Joffrey-New School University Ballet School.

### **Accomplishments: Facilities Operations**

- Took back in-house the management of Facilities Maintenance and Service Response which had been out-sourced for years to ARAMARK. Was able to convince the entire management group of ARAMARK to shift to become University employees.
- Issued RFP, solicited bidders, evaluated bidders and choose new vendor to provide food services, catering, and vending services for all of University.
- Maintained excellent relations with 32B-J of the Service Employees International Union, while pursuing programs of reduction-in-force and increased productivity.

### **Partners Health Care System Boston, Massachusetts**

*Vice President for Real Estate and Facilities 1995 to October 1, 1998*

Partners HealthCare System Inc. is an integrated health system founded in 1995 by the Massachusetts General Hospital and the Brigham and Women's Hospital. It is winning a growing share of the Eastern Massachusetts market with 95,000 in patient admissions; 2.3 million ambulatory, health center and primary care visits; 2,574 licensed beds; and 66,000 surgical procedures. Total revenues in 1997 were \$2.2 billion.

Partners' mission also includes teaching and research. Working with the Harvard Medical School, Partners four teaching institutions employ 1,663 residents and clinical fellows. In addition, Partners operates one of the largest non-profit research efforts in the country, with close to \$400 million in annual research support.

### **Major Program Accomplishments**

- Wrote and implemented a strategic business plan to create a Real Estate and Facilities Department to manage the real estate and facility assets of the Partners HealthCare System. The overriding goal is to ensure that Partners' real estate and facility assets – whose value is greater than the system's financial assets – were used productively, were operating in the most cost-efficient manner, and met the needs of an integrated health system.

- Merged the Planning and Construction Departments of the MGH and the BWH into the new Real Estate and Facilities Department and implemented common capital budgeting, space standards, project control, competitive bidding, and audit procedures.
- Conceptualized, secured approval for, and hired a central staff for Real Estate and Facilities including Directors for Real Estate Development, Real Estate Operations, and Capital and Facility Planning. Other new centrally staffed functions include Facility Information Systems, Facility and Project Standards, Parking, and Project Analysis.
- Designed, created, and installed an integrated system-wide Facility Portfolio Management System (FPMS) to track real estate and facility assets, building condition and deferred maintenance, leases, room and building uses, and occupancy costs.
- Initiated a system-wide effort to reduce occupancy costs and implemented successful programs to reduce electric and water costs; reduce the cost of service and material purchase contracts by leveraging Partners buying power; out-sourced certain functions; and reduced property and other municipal payments through negotiations and appeals. By end of the first 18 months, the program was saving \$5 million per year on an occupancy cost base of \$90 million.
- Sold \$20 million in real estate no longer needed by the hospitals in eight separate transactions to generate funds that could be invested in higher priority projects.
- Direct financial and operational authority for \$100,000,000 in construction spending in 400 separate renovation and construction projects; for 1,400,000 sq. ft. of leased space in 200 separate leases; for \$35,000,000 in annual utility expenses, and for the purchase, sale, or development of all real estate assets.
- Hiring and firing responsibility for a staff of 65, including a professional staff of 45. The Department has an annual operating budget of \$6.5 million.
- Won Board approval for and are proceeding on three major real estate development projects. The first is the sale and development of 200 acres of surplus land of the McLean Psychiatric Hospital in suburban Belmont, Massachusetts. The second is the development of the 3-acre Charles St. Jail site on Beacon Hill in Boston near the Massachusetts General Hospital. And the third is to buy and develop a 3-acre state-owned Mass Mental Hospitals site in the Longwood Medical Area in Boston.

- Directed and managed the Partners-wide Master Facility Master Planning process to be completed in July of 1998. The Plan is expected to be reviewed and approved by the Partners Board in September of 1998, and it will outline a strategic facility plan for the entire Partners System, including a recommended five-year capital plan. As elements of the process, we have completed master plans for the Spaulding Rehabilitation Hospital and the McLean Psychiatric Hospital and have begun master plans for the Massachusetts General Hospital, the Brigham and Womens' Hospital, and the North Shore Hospital System which will be completed by March of 1999.
- Responsible corporate executive in the period 1995-1997 for Partners mental health and psychiatric services and Partners rehabilitation and non-acute services.

### **Dance Theatre of Harlem**

*Executive Director (Acting), April 95-September 95*

*Pro Bono*

The Dance Theatre of Harlem is one of the top classical ballet companies in America, committed to the development of world class Black and Hispanic dancers. They have a budget of about \$3 million a year, and about 45 employees (30 dancers). They normally tour American cities for about 14 weeks ago, and tour internationally for another 6-10 weeks.

### **Major Program Accomplishments**

- Accepted temporary *pro bono* position as executive director to assist Arthur Mitchell, the Dance Theatre's founder, in developing plan to overcome a severe short-term financial crisis, to develop a one-year business plan, and to find a new executive Director.
- Developed and implemented a short-term action plan to take \$750,000 out of their annual \$3.3 million budget, including the laying off of 14 of the 45 staff members.
- Developed with Arthur Mitchell "Dancing Through Barriers" to provide professional dance training to inner city school children in New York and other major cities, and to raise corporate and foundation support.
- Implemented plan to revive the Dance Theatre of Harlem's Board of Directors by identifying and convincing prominent individuals to join the Board, and by

formalizing their responsibilities to include oversight of the organization's finances, supervising long term planning, and selecting a new Executive Director

- Hired a new Executive Director who began work in September 1995.

### **New York State Urban Development Corporation**

*Executive Vice President, 1988-Feb. 1995*

*Senior Vice President, 1985-1988*

The Urban Development Corporation is the nation's largest economic and development public authority with assets of more than \$5 billion, a portfolio of over 33,000 low and moderate income housing units in 155 projects across the state and a reputation for undertaking and finishing New York's largest and most complex development projects. The UDC was subsequently renamed the Empire State Development Corporation.

My major responsibilities at UDC were to invest up to \$50 million in state funds each year in loans to manufacturing corporations agreeing to create jobs; to make up to \$100 million in grants each year to counties and cities for major civic projects such as convention centers and sports facilities; and to make up to \$10 million annually in grants or loans to local development corporations for neighborhood and community development projects. In addition, I was also UDC's and NYS's primary negotiator with the business community on proposed state financial investments in companies and projects, maintained all relations with the state Senate and Assembly, and was UDC's primary liaison with the upstate business community.

### **Major Program Accomplishments:**

- Administered \$160 million in loan and grant programs annually at the New York Urban Development Corporation providing assistance to urban and community developments, regional economic development, minority business development and industrial development.
- Forged excellent relations with NYS business through cooperative partnerships for initiatives, such as hiring the disadvantaged, upgrading workers skills, tourism development and expanding procurement opportunities. Also developed excellent relations with individual businesses by negotiating individual loan or training agreements with the CEOs or CFOs of over 300 large and small NYS businesses.
- Developed working relationships with mayors, county executives, Black and Hispanic organizations, chambers of commerce and community-based

organizations needed to win and maintain support for the New York Urban Development Corporation appropriations and needed changes and modifications in its programs.

**Major Administrative Accomplishments:**

- Hired and directed a highly professional staff of 40 project managers, lending officers and grant administrators who were responsible for all of UDC's programs.
- Drafted UDC's annual budget and legislative program, solicited support for those initiatives from key constituent groups, lobbied and testified before the Legislature, and negotiated final legislative language and appropriations.
- Set up new personnel review and evaluation system, strengthened the internal audit capabilities, standardized corporate documents, instituted departmental budgeting and annual program budgets, and set up a new management information system for project management.

**New York State Job Development Authority**

*President(Acting) July 1994-Feb. 1995*

The Job Development Authority is New York's primary industrial development agency with authority to invest up to \$900 million in state-guaranteed loans to manufacturing and industrial companies who will create jobs in New York State. The JDA was subsequently merged into the Empire State Development Corporation.

My major responsibility was to "clean up" the Authority and "get it moving again" following the resignation of the previous President caused by a hostile report by the State's Inspector General.

**Major Accomplishments**

- Set up extensive system of internal controls while maintaining organizational flexibility, eliminated wasteful and inappropriate personnel practices, created an internal audit unit, restructured the Board-Staff relations and settled outstanding legal actions, federal and state audits and staff grievances.
- Developed a financial plan to refinance the Authority's debt and provide a new source of low-cost tax-exempt funds for re-lending to New York's businesses. Ended three major loan programs that threatened the financial



stability of the Authority and instituted new eligibility and underwriting guidelines.

- Developed, in cooperation with the JDA Board and the state's business community, a new business plan for the Authority that included a substantial cutback in staff and overhead expenses, new cost effective programs, and a consolidation plan which would bring all of NYS's economic development agencies under one name and one roof.
- Undertook a statewide effort including more than 15 all-day visits to upstate cities and Albany to explain JDA's problems and to win public support for the reorganization plan. This included radio, TV and business press interviews in all the major cities, meetings with regional and state business leaders, talks to the Chambers of Commerce and extensive consultation with Assembly and Senate legislative leaders and staff.

#### **PREVIOUS EMPLOYMENT:**

##### **Center for Policy Alternatives**

*Founder and President, 1978-1985*

Founded and directed this Washington, D.C.-based "think tank, " based in Washington D. C. It was unique among "think tanks" as its program was based on a understanding that state and local governments, would be the major sources of innovation and new policy ideas in our society.

The National Center operated a wide range of programs. Its largest was the Conference on Alternative State and Local Policies. The National Center also monitored and evaluated federal programs and agencies, provided educational programs for community-based organizations and technical assistance and business training to these same organizations.

Support for the Center's program came from the Rockefeller Brothers Foundation, the Charles Stewart Mott Foundation, the New World Foundation, the Field Foundation, the U. S. Department of Energy, the Community Services Administration, and more than 30 other foundations, agencies, and individuals.

I created the National Center to be the parent organization of the Conference on Alternative State and Local Policies to widen the financial basis of support and to be a home for other programs.

I directed a staff of 15 and raised over \$4 million primarily from foundations to support the Center's research and policy analysis.

When I left the Center in 1985, its annual budget was approximately \$850,000

**Conference on Alternative State and Local Policies, Washington D. C.**

*Founder and Executive Director, 1975-1985*

I created that Conference in 1975 for two purposes. One was to be a major source of progressive ideas for America's states, counties, and city governments. The other purpose was to provide a forum to bring together at national, regional, and local conferences a new generation of progressives who were being elected to state and local government.

Many of the new programs and ideas adopted by state and local government in the years from 1977 to 1985 were initially developed or disseminated by the Conference, including 'lifeline' utility rates, "beginning farmer" laws, plant closing legislation, state financed venture capital funds, comparable worth legislation, targets pension funds investments, and many others.

To develop and disseminate these new ideas, the Conference had published over 100 works and reports, and held over 70 state, regional, and national conferences that involved more than 10,000 state and local public officials.

While I was Executive Director of the Conference, I wrote or edited over 25 books or articles and on state and local public policy problems such as state and local taxation, low income housing, economic and community development, development finance and urban development.

**OTHER EARLIER EMPLOYMENT**

**New York State Banking Department**

*Consultant, 1984-85*

**New York Governor Cuomo's Commission on Banking, Insurance and the Securities Industry,**

*Consultant, 1983-1984*

**United States Senator George McGovern**

*Special Assistant, 1977-78*

**U. S. Senate Committee on Government Operations, Subcommittee on Reports, Accounting, and Management.**

*Special Consultant, 1975-1976*

**California Department of Economic Development**

*Special Consultant, 1975*

**Goddard College, Plainfield, Vermont,**

*Faculty in Economics and Political Science, 1970-1977*

**Ramparts Magazine, San Francisco, California**

Senior Editor, 1968-69

Washington Editor, 1967-1968

**The Guardian.** A Radical Newsweekly

Washington Correspondent, 1969-1970

**American University, Washington D. C.**

Visiting Faculty, Urban Economics, 1969

**Institute for Policy Studies, Washington, D. C.,**

*Visiting Fellow, 1968-1970*

Research Assistant, 1966-67

**Vietnam Summer, Cambridge, Massachusetts**

*Executive Director, June – September 1967*

**Jobs or Income Now (JOIN),** a project of the Economic Research and Action Project of SDS, in the Uptown” area of Chicago

Director of JOIN

**United Packinghouse, Food and Allied Workers of America, AFL-CIO, Chicago,**

*Assistant Research Director, 1965-66*

**American Friends Service Committee, Chicago Office,**

Peace Education staff

**Urban Training Center for Christian Mission, Chicago,**

*Field Supervisor, 1964-66 (Conscientious Objector))*

**Students for a Democratic Society 1963-1964**  
National Secretary

**Stuart Hughes for U. S. Senate, Summer/Fall 1962**  
Student Coordinator

**PUBLICATIONS, PERSONAL, 2019--2023**

Where Did the 1960s Come From: One American Boy's Story , 1941-1963  
(privately printer) November 2023

A Story Book Marriage: Judith Daniels and Lee Webb (privately printed)  
November 2023.

SDS's Early Years: One Members Life (Draft) (privately printer) November,  
2023

Reminiscences: Challenges, Opportunities, and Choices, 1966-2022 (privately  
printed (Draft), December, 2023

**PUBLICATIONS, MAINE HISTORY 2018-2019**

The Maine Republican Party in the Gilded Age, (Maine Historical Society:  
Augusta, Maine, 2019)

Maine's Democratic Party in the Gilded Age, 1866 to 1890 (Maine Historical  
Society: Augusta, Maine, 2019)

Maine in the Progressive Era: The Emergence of a New Politics and an Activist  
State (Maine Historical Society: Augusta, Maine, 2019)

Maine Politics During the Civil War: Party Development and Political Conflict:  
1861-1865 (Maine Historical Society: Augusta, Maine, 2019)

The Race for Governor in 1910: A Democratic Insurgent Challenges the  
Establishment Republican (Maine Historical Society: Augusta, Maine, 2019)

"Getting Maine Out of the Mud:" The "Good Roads: Movement in Maine during  
the Progressive Era (Maine Historical Society: Augusta, Maine, 2019)

“Let the Referendum Come:” the 1917 Campaign of the Maine Woman Suffrage Association for a Suffrage Referendum (Maine Historical Society: Augusta, Maine, 2019)

Maine’s Population: 1860 to 1890 (Maine Historical Society: Augusta, Maine, 2019)

Canada’s “Maritime Historians:” How They Can help Us Understand Maine’s Economic Problems. (Maine Historical Society: Augusta, Maine, 2019)

The Maine Economy: From Statehood to the Civil War: 1820-1860 (Maine Historical Society: Augusta, Maine, 2019)

Maine’s Manufacturers at the Beginning of the Progressive Era: Their Problems, Diversity and Needs (Maine Historical Society: Augusta, Maine, 2019)

Farming in Maine in 1890 (Maine Historical Society: Augusta, Maine, 2019)

The Prohibition Movement in Maine 1880 to 1918: Actions of the Legislature, Legislative Debates, and Ideas for Future Research (Maine Historical Society: Augusta, Maine, 2019)

Coal as an Energy Source in Maine during the 19<sup>th</sup> Century: Its Advantages vs. Wood and Water (Maine Historical Society: Augusta, Maine, 2019)

Maine Cities 1860 to 1895: Structure, Revenues, Expenditures, and Conflicts (Maine Historical Society: Augusta, Maine, 2019)

Sheriffs, Counties, and Maine Politics: 1850 – 1920 (Maine Historical Society: Augusta, Maine, 2019)

The Development of Utilities in Maine 1870 to 1910: Chronologies, Histories, and Research Ideas (Maine Historical Society: Augusta, Maine, 2019)

Contested Terrain: The Struggle for Political Authority in Maine, 1880-1930: A Preliminary Investigation of Relevant Historiography in Journals of History. Unpublished, December 14, 2004.

Preliminary Review of Potential Sources for a Ph. D. Thesis on Maine History 1880-1930 Unpublished, Spring 2005.

### **PUBLICATIONS, 1985-2008**

Augusta: Creating a Capital City, (with Cindy Bertocci, Jonathan Edgerton, Erin Hurley, Craig Phillips, Vanessa Santarelli) Leadership Maine, May 2008)

### **PUBLICATIONS, 1975-1984**

#### General

Model Legislation for the States: 1984-1985 (with Mark Bohanon). Washington, D. C.; Conference on Alternative State and Local Public Policies, 1984. 151 pp.

America's States: A Citizen's Agenda: 1983-1984 (with David Jones). Washington, D. C.; Conference on Alternative State and Local Public Policies, 1983. 239 pp.

America's Cities and Counties: A Citizen's Agenda 1983-1984 (with David Jones). Washington, D. C.; Conference on Alternative State and Local Public Policies, 1983. 261 pp.

The Issues of 1982: A Briefing Book (with David Jones) Washington, D. C.; Conference on Alternative State and Local Public Policies, 1982. 233 pp.

Public Policies for the 80's: New Directions for State and Local Action. Washington, D. C.; Conference on Alternative State and Local Public Policies, 1978. 256 pp.

New Directions in State and Local Polices (with Ed Murray) Washington, D. C. Conference on Alternative State and Local Public Policies, 1977. 427 pp.

Public Policy Reader 1976 (with Derek Shearer) Washington, D. C.; Transaction Books and Conference on Alternative State and Local Public Policies, 1976. 655 pp.

Public Policy Reader 1975 (with Derek Shearer) Washington, D. C.; Transaction Books and Conference on Alternative State and Local Public Policies, 1975. 211 pp.

### Agriculture

Assisting Beginning Farmers: Programs and Responses (with Jay Sherman). Washington, D. C.; Conference on Alternative State and Local Public Policies, 1981. 60 pp.

New Directions in Farm, Land and Food Policies: Time for State and Local Action (with Cynthia Guyer) Washington, D. C.; Conference on Alternative State and Local Public Policies, 1978. 320 pp.

Supporting the Family Farm/Protecting Farmland: New Directions for State and Local Government. Washington, D. C.; Conference on Alternative State and Local Public Policies, 1978. 28 pp.

### Cooperatives

Critical Problems for Low Income People in the Proposed Policies of the National Consumer Cooperative Bank (with Michael Freedberg and Erica Gordon) Washington, D. C.; Conference on Alternative State and Local Public Policies, 1980.

The Coop Bank and Low Income Cooperatives: Critical Policy Questions in the Interagency Task Force Report (with Michael Freedberg) Washington, D. C.; Conference on Alternative State and Local Public Policies, October 1979.

Proposal for a Bank for Cooperatives and a Cooperative Development Agency for the State of California prepared for Department of Employment Development, State of California, October, 1975

Towards a California State Bank for Cooperatives: A Proposal. Washington, D. C.; Conference on Alternative State and Local Public Policies, 1976.

### Economic Development

Putting America Back to Work: What States and Cities Can Do (with William Schweke) Washington, D. C.; National Committee for Full Employment and Industrial Union Department AFL-CIO, 1982.

Plant Closings: Resources for Trade Unionists, Public Officials and Activists (with William Schweke) Washington, D. C.; Conference on Alternative State and Local Public Policies, 1978. 74 pp.

New Directions in State Economic Development Policies (with William Schweke) for the Minnesota State Department of Employment Development;(unpublished), 1978

### Energy

Local Alternative Energy Futures: Developing Economies and Building Communities (with Michael Totten) Washington, D. C.; U. S. Department of Energy and Conference on Alternative State and Local Public Policies, 1981. 512pp.

Model State Public Utility Commission Act (with Jack Chesson) Washington, D. C. Committee on Governmental Operations, U. S. Senate, 1975.

Model State Energy Act (with Jeff Faux) *Congressional Record*. Washington D. C.; December 18, 1975.

Model Lifeline Electric Rate Reform Act (with Scott Skinner) Montpelier, Vermont, Vermont Public Interest Research Group, 1973.

### Environment

An Environmental Agenda for the States (with Jeffrey Tryens) Washington, D. C.; Conference on Alternative State and Local Public Policies, 1984. 86 pp.

### Finance and Investment

A New Investment Portfolio for the Federal Civil Service Retirement Fund: Lessons from the Experience of America's State and Local Pension Funds. Washington D. C. For the National Treasury Employees Union (unpublished) 1983. 73 pp.



Public Employee Pension Funds: New Strategies for Investment (with William Schweke) Washington, D. C.; Conference on Alternative State and Local Public Policies, 1979. 180 pp.

Public Employee Pension Funds: Their Possible Role in Neighborhood and Community Development (with Tamsin Taylor and Richard Parker) Washington, D. C, National Center for Policy Alternatives, for the National Commission on Neighborhoods, 1978, 190 pp.

### Government Process and Structure

Public Campaign Financing and the State: Issues, Problems and Choices (with Carlos Lizarralde) Washington, D. C.; Conference on Alternative State and Local Public Policies, 1983. 47 pp.

Voter Registration and the States: Issues, Problems and Choices (with Carlos Lizarralde) Washington, D. C.; Conference on Alternative State and Local Public Policies, 1983. 53 pp.

### Health

A Health Care Agenda for the States (with Louise Arnheim) Washington, D. C.; Conference on Alternative State and Local Public Policies, 1985, 149 pp.

### Housing

Single Family Mortgage Revenue Bonds: An Effective Program for Increasing Homeownership (with Prentice Bowsher) Washington, D. C. National Center for Policy Alternatives, 38 pp.

### Taxation

State and Local Tax Revolt: New Directions for the 80s (with Dean Tipps) Washington, D. C.; Conference on Alternative State and Local Public Policies, 1980. 370 pp.

Tax Abatements: Resources for Trade Unionists and Public Officials (with William Schweke) Washington, D. C.; Conference on Alternative State and Local Public Policies, 1979. 80 pp.

**PUBLICATIONS: POLITICS**

Democratic Fact Book: A Guide for Candidates for Congress and the Senate, Washington, D. C. Democrats for the 80s, Separate volumes published for 1980, 1982 and 1984 Congressional and Senatorial elections.

The 1982 State Elections: The Results (with Mark Bohannon, Washington D. C. December 1982 (unpublished)

“Progressive Statewide Victories Offer Major Opportunities for 1983-1983 (with Mark Bohannon) Ways and Means, November-December, 1982.

The “New Federalism” and State and Local Government: A Briefing Paper for Democratic Candidates for the Congress and Senate, (unpublished) 1982.

Options for a Progressive Electoral Strategy in 1980-1984 Memorandum No. 1 (with Margery Tabankin) For the Euclid Group, Unpublished, February 20, 1981.

Possible Elements of a Progressive Electoral Strategy 1980-84 Memorandum No. 2, For the Euclid Group, Unpublished, February 20, 1981.

Proposed Structure and Activities for our Political Action Committee, For the Euclid Group, Unpublished, May 23, 1981

Purposes of the new 501 c4. For the Euclid Group, Unpublished, May 23, 1981.

“What Happened in the 1980 Elections” Citizen Action, February, 1981.

Congressional Reapportionment: The Political Significance of the 1980 State Legislative Races (with Tom Bonnet) Washington, D. C.; Conference on Alternative State and Local Public Policies, 1980. 68 pp.

Political Power Changes in the 1980s (with Ann Beaudry) United Auto Workers CAP Department, February, 1980.

“Politics in the 1980s: The Emerging Political Demography and its Consequences.” Chicago, Illinois. Midwest Academy Occasional Paper, December 1980

“Emerging New Constituencies: The Political Demography and its Consequences: Elections 1980.” Washington D. C. AFL-CIO Building and Construction Trades Council, May 1980.

## **PUBLICATIONS, 1973-1976**

Colonialism and Underdevelopment in Vermont, Vermont People's Coalition, 1971.

The Swindling of the Average Taxpayer: The Story of Taxes in Vermont, Vermont Media Center, 1973,

Power and Politics in the Green Mountain State, 1975 (unpublished)

History of Vermont Democratic Party, unpublished, carbon copy, May 1, 1974.

Brief History of Vermont Democratic Party, unpublished, carbon copy, May 5, 1975.

“How to Plan for a Mixed Economy” (with Derek Shearer) The Nation, October 11, 1975.

Private Power's Vermont Grip: It Was No Accident, Northeast Center for Social Issues Studies, 1976. (Also, in *Sunday Rutland Herald* and *Sunday Times Argus*, May 23, 1976)

## **PUBLICATIONS, 1963 – 1972**

Bibliography on the American Economy, Students for a Democratic Society, 1964.

The Anti-War Movement: From PROTEST to RADICAL POLITICS (with Paul Booth) Students for a Democratic Society, 1965.

SDS Labor Newsletter, Editor. Students for a Democratic Society, 1966.

Vietnam and the Unions, Students for a Democratic Society, 1967.

Churches and the War, Students for a Democratic Society, 1967.

“A Welfare State for the Rich” *Ramparts Magazine*, October 26, 1968

Welfare State for the Rich, pamphlet. The New Mobilization Committee to End the War in Vietnam, Washington, D. C. (date ?)

How to Research and Defeat the Democratic Party, Students for a Democratic Society, 1968.

The University-Military-Police Complex, North American Conference on North America, 1972(?)

“Wages of War – How the Public Pays for the Vietnam War”: *Boston After Dark*, June 27, 1972.

“Economic Effects of the Vietnam War on the American People” New Perspectives: Journal of the World Peace Council, March-April, 1972

## **EDUCATION:**

**Shakespeare and the Renaissance Intensive Seminar**  
**University of Cambridge**  
4-17, August 2019

**Ph. D (History), 2017**  
**University of Maine at Orono**  
Thesis: “Party Development and Political Conflict in Maine: From Statehood to the Civil War”

**City College of New York**, New York, New York  
**Graduate Center**  
Intensive Advanced Program in Latin, Summer 2004

**John F. Kennedy School of Government**  
**Harvard University**, Cambridge, Mass  
Strategic Public Sector Negotiations, June, 1994

**53<sup>rd</sup> Street YWCA** (New York City)  
Cabinetmaking  
1988-1990

**John F. Kennedy School of Government**  
**Harvard University**, Cambridge, Mass  
Senior Executives Program in State and Local Government, Summer, 1983

**Ph.D. (Public Policy Administration), 1976**  
**Union Graduate School (Union Institute), Cincinnati, Ohio**  
Thesis: "Studies in Public Policy: The Vermont Experience"

**M.A. (Economics), 1974**  
**Goddard College, Plainfield, Vermont**  
Thesis: "The History of Electric Utility Regulation in Vermont"

**Montpelier, Vermont High School**  
Adult Education  
Basic and Intermediate Accounting 1975-1978

**Institute for Policy Studies, Washington D. C.**  
Student 1966-67

**B.A. (Philosophy and Political Science), 1963**  
**Boston University, Boston, Massachusetts**

**Philips Andover Academy (Preparatory), 1959** Andover, Massachusetts

**Lawrence Grammar School, Brookline, Massachusetts**

#### **ADDITIONAL EDUCATION (Management)**

**Public Executive Project, Graduate School of Public Administration, State University of New York, Albany, New York**  
"Management by Objectives", November 13-17, 1976.  
"Productivity in Government" June 28-30, 1976.

**New Hampshire Charitable Trust, Concord, New Hampshire.**  
"Financial Controls for Non-Profit Organizations" October 28-29, 1976.

**International Business Machine Corp., Waltham, Massachusetts,**  
Data Processing Concepts," "Computer Installation Planning" October 14-15,  
1976

#### **LANGUAGES**

**Latin**

Phillips Academy 1955-1958

**Russian**

Boston University, 1959- 1962  
Reading proficiency

**Greek**

Columbia University Faculty Member as Tutor, 2001-2003  
Classical and New Testament Greek  
Reading and writing proficient

**Latin**

City College of New York, Graduate Center, Summer 2005  
Intensive Advanced Program in Latin,  
Reading and writing proficient

**French**

Self Study 2016 – 2021  
Reading and writing proficiency

**Early Modern English**

Self Study 2019 –  
Reading Proficiency

**ELECTED OFFICES**

Justice of the Peace, Plainfield, Vermont 1972-1974, 1976-1977  
Board of Civil Authority, Plainfield, Vermont, 1972-1974, 1976-1977.

**DEMOCRATIC PARTY OFFICES AND ACTIVITIES**

Plainfield Vermont Town Democratic Committee  
Chair, 1973-1975

Washington County Vermont Democratic Committee.  
Member 1973-1975

National Democratic Mid-Term Convention, Kansas City, Missouri, 1974  
Alternate Delegate

New Democratic Coalition, 1976.  
Board Member,

Democratic National Strategy Council 1981-1983  
Member of Federalism Task Force

Union, Maine Democratic Town Committee  
Chair, 2005-2011

Knox County Maine County Democratic Committee  
Member, 2005-2011

Maine Donor Collaborative 2008-  
2012 --

**MEMBERSHIPS 1959-1963 (while at College)**

Brookline, (Massachusetts) Fair Housing Committee

Boston University Students for Peace

Boston Area Congress on Racial Equality (CORE)

Boston Area Emergency Public Integration Committee (EPIC)

Boston Area Students for a Democratic Society

**DIRECTOR or TRUSTEE**

Institute for Policy Studies, Washington, D. C.  
1968-1970

Goddard College, Plainfield, Vermont  
1974-1976

Blue Cross-Blue Shield of Vermont and New Hampshire  
1973-74

Federal Energy Administration, Northeast Fuel Oil Advisory Committee  
1973-1975

Governor's Commission on Electric Energy, State of Vermont,  
1973-1974.

Vermont Civil Liberties Union, Montpelier, Vermont  
1973-1976

Vermont Historical Society, Montpelier, Vermont  
1977-1980

Conference on Alternative State and Local Policies, Washington, D.C.  
1976 to 1980, (also Executive Director)

The Progressive Alliance, Washington, D. C.  
1979-1981

National Center for Policy Alternatives, Washington, D. C.  
1980 to 1985, (also President)

National Child Labor Committee, New York, New York  
1982-1984

Maine Center for Economic Policy, Augusta, Maine  
2004 –  
Chairman, 2017-2023

MCEP Action  
2022-  
Vice Chairman, 2022-2023

Maine Health Access Foundation, Augusta, Maine  
2005 – 2013

Pen Bay Hospital  
2009-2018  
Chair, Finance Committee, 2016-2018

Coastal Health Alliance (merged hospitals)  
2018-2023

Maine Health Care System  
Finance Committee  
2019-2013

Maine Health and Higher Education Facilities Financing Authority, Chairman



- 2009 -2012  
Chairman, 2005 –2013
- Coastal Enterprises Incorporated, Wiscasset, Maine  
2006-2012
- Midcoast Forum on Foreign Relations, Camden, Maine  
2006 -
- Maine Historical Society, Portland, Maine  
2013 – 2022  
2023-  
Chair, Library, Research and Scholarship Committee  
Member, Executive Committee
- Abbot Academy Association (Fund), Andover, Massachusetts  
2015- 2021
- Twig Foundation (Petersmeyer Family)  
New York and Maine, 2018 –
- Finance Authority of the State of Maine (FAME)  
Augusta, Maine 2019 –2021
- Board of Visitors, Maine Correctional Facility  
Augusta, 2020-

## **APPOINTMENTS**

- Phillips Andover Academy Alumnae Council, Andover, Massachusetts,  
1989-1991, 2014-2015
- Center for Research on Vermont, College of Arts and Sciences  
Maine Development Foundation Leadership Maine 2005  
“Nu” Class 2005-2006
- Graduate School of Management and Urban Policy of the New School for Social  
Research. New York,  
Visiting Committee, 1993 to 1996
- Foundation for National Progress, San Francisco, California

1976-1980

Citizens for Tax Justice, Washington, D. C.  
1978-1980

Center for Democratic Policy, Washington D. C.  
Democratic Policy Study Group, 1982

Center for Law and Politics, San Francisco, California,  
1982-1983

The Democracy Project, New York, New York  
1981-1983

Corporation for Enterprise Development, Washington. D. C.  
1979-1982

Vermont Legal Aid  
Montpelier, Vermont, Energy Office  
Economic Advisor 1974-75

Vermont Public Interest Research Group  
Montpelier, Vermont  
Energy Consultant, 1974-75

## **INTERNATIONAL TRAVEL**

Cuba, 1969  
Three-week trip as *Ramparts* Correspondent

Paris, France, February 1972  
Versailles Conference for Peace and Independence for Indochinese People

London, Stockholm, Berlin, and Prague, February 1972  
Personal Travel

New Delhi, March 1972  
International Seminar on Imperialism, Independence, and Social Transformation  
in the Developing Counties

- Japan, August 1972  
18<sup>th</sup> World Conference Against the A and H Bombs
- England, 1986(?)  
Family Trip
- Japan, 1988(?)  
Trip for New York State to try to recruit Toyota to build a plant in New York
- Italy, 1990(?)  
Two-week trip to Italy with Cuomo family to advance Governor Cuomo's planned visit to Italy.
- Israel, 1991 (?)  
Two-week trip to Israel to advance Governor Cuomo's planned trip to Israel.
- Moscow, Warsaw, Budapest, 1992 (?)  
Two-week trip with New York State Lieutenant Governor to explore trade opportunities for New York State business.
- Edmonton, Alberta (Date ?)  
Trip for New York State to recruit investors for redevelopment of Niagara Falls, New York
- Montreal, Canada (Date?)  
Trip for New York State to recruit bus manufacturer to New York State
- Quebec City, Quebec 2102 (?)  
Family vacation
- Berlin, Amsterdam 2014  
Family Vacation
- Paris, 2015  
Family Vacation
- Sicily,  
Family Vacation
- Montreal, Canada, 2016  
Visit with my daughter's family

Quebec City, Quebec, 2017  
Family Vacation

London and Cambridge, England  
Cambridge Ideas Festival, University of Cambridge, August 2019

Cambridge, England  
February to April, 2022, 2023

Athens, Greece, 2022  
Family Vacation

Glasgow and Edinburgh, Scotland  
Family Vacation

### **ARCHIVAL COLLECTIONS (Where my and my organizations' papers are held)**

Wisconsin Historical Society Archives  
SDS Records, 1958-1970  
Lee Webb Records, 1963-1965

Swarthmore College Peace Collection  
Vietnam Summer

Cornell University Archives  
Conference on Alternative State and Local Policies  
National Center for Policy Alternatives  
Lee Webb

Maine Historical Society  
Lee Webb Archives

### **FAMILY GENEALOGY**

The Ancestry of William Ernest Webb and Katherine Hayes Webb, beginning with the Webb and Nurse families of Danvers, Mass and the Hayes, Cotton, and Turner families of Bath Maine (Self Published, 1992).

Lee Webb

### **PERSONAL INFORMATION**

Date of Birth	November 6, 1941, Brookline, Massachusetts
Married	Marilyn Salzman Webb November 25, 1967 (subsequently divorced)
Child	Jennifer Brook Stanton Webb (Kiefer) Born March 9, 1970
Jennifer Webb Grandchildren	Married Jason Kiefer, Lucas, Jack, and Quinn Kiefer
Married	Judith Glassman Daniels October 14, 1982
Judith Daniels Death	September 1, 2013
Partner	Susan Petersmeyer, 2014-