[00:00:03]

You are listening to tell me your story where we connect to HLS staff on a personal level. Welcome back to the second half of our conversation with Jeff. Enjoy it.

[00:00:25]

You were hired and stayed with the events for how long?

[00:00:28]

About a year and a half.

[00:00:29]

Year and a half.

[00:00:31]

Just because I got the bug to go to law school.

[00:00:34]

That's why I was going to ask because I know that you went to college, and I was saying, when law school happened. After you have this period of time of working here, then you decide to go for law school?

[00:00:45]

Yes.

[00:00:46]

Where did you go?

[00:00:48]

Where did I go? I went to New England Law Boston. Which is a new name. That's why I said it's so slow. It was New England School of Law. Now it's called New England Law, Boston.

[00:01:00]

How many years there, Jeff?

[00:01:02]

Three.

[00:01:02]

Three.

[00:01:03]

But I continued to work in the events office part time. I would come in on the weekends, book a lot of events because things would come in over the weekend. By this time, we had what was called the form. I don't know if you remember the form.

[00:01:19]

I don't remember.

[00:01:20]

It was a one-page document that people could submit through IT, and it would come to the events office as well.

[00:01:29]

It was a one-page document of information that you would take and plan an event, and it never gave you enough information.

[00:01:40]

Exactly. On one page, I can only imagine.

[00:01:44]

Also, during that time, we picked up our first software, which was called R25. I don't know if you remember.

[00:01:50]

No, I don't.

[00:01:51]

But it was like a knockoff version of EMS.

[00:01:56]

I remember that.

[00:01:59]

I probably was in facilities already, but I don't think you had much contact with that at all.

[00:02:07]

That was it again, a very glitchy system that not trying to, unless you worked in it every day, nobody could figure it out. The community was not allowed to use it. We would get this form that would come in, and then there was a team of, I want to say, four of us that would take all that information and input it into this R25 system, and we were still hand drawing diagrams, so it wasn't that much better. I can remember back then thinking, why isn't there a system that lets us put tables and chairs and things in a computer and make this so much easier? You knew it was coming. It was only a matter of time, and I think it was a few years down the road.

[00:02:53]

That you could have it.

[00:02:55]

They had EMS.

[00:02:56]

So you finished your law school while you still working here or entire period of time?

[00:03:06]

There was years where I would only work a couple weeks come back and help out with a commencement. Even when I graduated law school and started practicing law, I came back and helped out a couple of commencements. I would take the week off from practicing and come back and work for commencement week and then go back to practicing.

[00:03:29]

You say how long you stay away working with the law?

[00:03:34]

Three years.

[00:03:35]

Three years?

[00:03:36]

Yeah.

[00:03:37]

Then you come back to Harvard?

[00:03:39]

Came back to Harvard.

[00:03:40]

Did you enjoy this time working with law? That in whatever was the process or the field of law that you were working with. Did you enjoy that as much or what the reason that you came back then?

[00:03:54]

I didn't enjoy the practice. I appreciate what I learned. Because I got to try a few cases. I was a civil litigator for insurance companies. I did not appreciate representing insurance companies. I didn't enjoy it. It wasn't what made me jump out of bed every day. I knew that I wasn't going to continue with that. Because you learn how to be a plaintiff and a defendant in doing that work. To learn the game of discovery, which is really a tennis match between plaintiff and defendant in litigation. To learn the discovery process and how that works is huge. If I had to, I could file a lawsuit tomorrow, and I would know how to handle it from beginning to end.

[00:04:56]

Then you work for the period of time outside, and then you come back to Harvard working where?

[00:05:02]

I came back to Harvard working for, I guess, Campus Services for the custodial department.

[00:05:13]

Here at HLS?

[00:05:14]

Yeah.

[00:05:15]

Well, camp services is university managed, is true, as I believe. Yeah. But then they have teams, teams all over the university.

[00:05:27]

Campuses. Like we have here. My boss, who's Jason Luke, was the head of all events major events at Harvard, including commencement and the custodial department for all of campus services. I had met him through my time in the events office and planning commencements and working commencements at HLS with him then.

[00:05:51]

You met Jason at that time when you were in the commencement. Wow. That's incredible.

[00:05:57]

He had always said to me, you know what? If you want to come back to Harvard, give me a call. I gave him a call, and he said, I've got an interesting job for you. There's a new building opening at the law school. You know the law school environment, you know the players. Would you mind managing the custodial department? He described to me what they were going to do. They set up all the events. Events were going to explode at the law school in number. He said, would you like to manage this group? It's going to grow in size. As I said before, earlier on, when I mentioned the event setup team and I said it was probably two to three people. Those were custodians, custodians that are still here today at the law school. I knew them very well. When we had event setups back then, people in the events office would jump in. We'd be moving tables and chairs because they didn't have enough help. I knew these people very well, and so when he presented me with this opportunity, I wanted it. I wanted the challenge. I really wanted to make a difference for the custodians at the law school, especially where it was going to be a big team. Since my time at the country club in North Carolina, I love being part of a big team, and I love being able to make an impact on it from a management perspective. I like to help lead a big team. I knew that there were a lot of personality conflicts within the group, that I wasn't walking into a perfect situation, and that we were going to be hiring a lot more people because the law school was growing, so much in size. I didn't hesitate at all. I was here pretty much for the opening of the WCC, and it was 100 miles an hour from minute one. If you had to ask me what was your most gratifying time at the law school, I would say working as the custodial operations manager at Harvard Law School.

[00:08:17]

Why is that?

[00:08:18]

Because the people is going to sound maybe not nice to others, but the people are real. These are not people that get paid what everybody else gets paid in the law school, but they work tirelessly, and they always have a smile on their face. I dare say they're underappreciated. That probably goes for custodians across the world. But we were able to make them feel a lot better about themselves. To this day, I still see so many of them, and they're like family. We're like family. A lot of the people that were part of that management team are either still on it or still at Harvard and at the law school. We all see each other and we pick up right where we left off, even if we see each other five times a day, we say hello to each other. We do know each other's kids' names, and some of these kids were, I don't even know, 3-5 years old. Now they're going through and finishing college.

[00:09:31]

Exactly.

[00:09:32]

It's wild. Now I'm starting to see these custodians retire.

[00:09:38]

But we just had Louis, who was the one taking care of Facilities when I just started Facilities.

[00:09:45]

That's right.

[00:09:46]

Then later moved to take care of us and how and went to my office to say goodbye, said I cannot leave without telling you goodbye. You create the relationship with these folks. You were right when you say and I don't think you offend anybody. I think it's the differences. These folks are real, like you said, and they give their 100% in everything that they do. We were talking about WCC.

[00:10:16]

I can remember easily how was in terms of custodian, even work life before WCC and after WCC. It felt like it was very a simple village, working nicely, everything was okay. We had our classrooms and everything working there. When WCC is created and all this classroom and all the student services, students affairs that happen in this building and the amount of movement that you have to be doing with all the events, extra events that happens there too. These folks are the one that makes the difference because they move everything from one place to another, nobody sees how much effort takes to make this well, they can see commencement and orientation of moving parts that happen also in the dorms to move in and move out. This custodial group are the ones that do the entire heavy lift for everything that happened throughout the campus. Then we will also have, I think you remember well your time in custodial when winter comes and if you have these massive storms where everybody is outside, shoveling snow. We have the ground folks doing their part. But the stairwells and stairs all over these buildings that you have and entries for most of these dorms and gustos are doing. There also have no throwing out and cleaning up everything. Nobody has a hard time of falling that kind of thing.

[00:11:54]

That's right. All the pathways through campus. Like you said, they're all out there with the shovel in their hands. A love grounds, but they're all driving machines with heating in them.

[00:12:06]

Exactly.

[00:12:09]

If grounds wasn't there yet, we would shovel what they would do with machines. Essentially, custodial went from a one supervisor for maybe five employees to seven people in management with myself leading the team to on an average day, 50 custodians working.

[00:12:36]

Fifty now.

[00:12:36]

Twenty-five in the day, 25 at night.

[00:12:40]

That's just the volume of work that happens here daily. That happens.

[00:12:47]

We had a lot of snow at the time. We haven't the last few years, but we had a lot of snow at the time. We really did everything we could to change the culture of teamwork in this group. The first time it snowed, I said to all the supervisors, grab a shovel. They said, what do you mean? I said, we're going out there with them?

[00:13:08]

Help them.

[00:13:09]

We're going to help them. We had blizzards back then.

[00:13:13]

Yes.

[00:13:15]

There was one where we were shoveling snow. It seemed like 48 hours straight. There's a great picture of them and you must have the whole team holding the shovels up in the air and the street lights glaring off the shovels and in the middle of the night.

[00:13:32]

That's amazing.

[00:13:35]

There's a lot of pride in what they did.

[00:13:38]

They feel so happy when there is a engagement when they see that people managing them, get involved, get closer, ensure that they care. It takes so little to make them happy. What I'm trying to do lately, since I started this new position at HR as well, trying to send their names for the entire staff once a year, so at least they know who are the staff working their departments and their floors because they can call them by name. Also invest a little bit more, give a smile, say, hi, try to communicate and just participate in giving some attention to them is something that they appreciate so much. Forever, you have someone there to take care of you too that goes in every office and every classroom, this campus and participate in every big event, smaller to the major ones. Anyways.

[00:14:42]

They have the hardest job on campus. What we used to tell them every day was this campus can't run without you. You are the most important team on this campus.

[00:14:52]

They are, I agree.

[00:14:53]

People cannot go to the bathroom. There will not be clean floors, there will not be snow shoveled.

[00:14:59]

That inference goes from the student, staff, faculty, everyone.

[00:15:05]

That's right.

[00:15:05]

They are taking care of everyone. That's the different story.

[00:15:08]

But one thing I wanted to say about jumping into the trenches with them. Wasn't just snow. It was everything, and it was our whole management team. If there was a machine broken, there'd be seven of us standing around trying to fix it. If there was a big project that had to be done overnight on the weekends, we were in here with them showing them. You're not alone.

[00:15:36]

That's important.

[00:15:36]

That's the only one who was going to get bad hours to work. We're here to help you. That was at a time. I think where people might have said, what is custodial doing, shampooing the rugs? I hear noise in my office. Well, they needed somebody to say, because we have scheduled work. I'm Jeff. I'm the manager. Can I help you? They needed that shield a little bit. That's just one example. But they're amazing people. When somebody looks at them in a way or treats them in a way, that makes them feel lesser, they never forget it.

[00:16:19]

Because it hurts. In allowing that I'm doing all my best he and don't trust me or don't consider who I am, or you still don't see me as I am.

[00:16:32]

There's a lot of examples I can give to you like that. But this was part of the reason I wanted to work with him. That's why I raised the point was I wanted to be their defender. I wanted to help them as much as I could because even when it was a group of three, I saw this back in 2005 and I didn't appreciate it then. One thing that I didn't mention in the beginning was my both of my parent's families were extremely poor. My grandfather, who was a federal judge, my dad's dad, he was one of nine, and all of his siblings worked to put him through school, in law school.

[00:17:15]

Very common that time. The family effort.

[00:17:19]

They said he's the one who can read the best, write the best.

[00:17:24]

Exactly.

[00:17:25]

Do well in school. They put him through Boston College Law school and we're talking about trash men and most of them were trash men. I always had a soft spot for people in these roles. My mother's family was poor and her dad was in the same role. She actually had an uncle who worked in custodial here too for a long time.

[00:17:55]

That's what you call it takes a village?

[00:17:58]

That's right.

[00:17:59]

Sometimes that's exactly what they do because someone is going to and then later is going to help them back for the effort that they put and help and support that they gave as well. He's always that way and people would understand better.

[00:18:16]

But my parents got picked on his kids for being poor, so I always took this stuff very personally. That's why I jumped at the chance to take this job. A lot of people are still confused how somebody who just went through law school, was practicing law would accept this job. I just want to give a little more context. That's why it was an exciting privilege for me to work with these people.

[00:18:44]

It is a management position that's important to make a difference for a group of people that sometimes is under represented in ways that like I said, it doesn't take much to really have their support back and have their loyalty and the hardwork that they always put together which is amazing.

[00:19:03]

To take the pain away from them, all of a sudden, they weren't being questioned and approached about complaints that people had. The management team was. It's a really important thing for the school to notice is how important these people are and how kindly we should treat them. That goes for security guards, that goes for everybody, maybe a vendor, the Trades.

[00:19:33]

Everyone that the one that take care of the heating system, your plumbing, the electrician, everyone that works in this lab that make the place be what it is. You can just come from your job and I know that everybody has their position important as well. But you don't see the big effort put before you get here. By custodian, all these folks at work to have this place running smoothly for you throughout the year. Then you can have peace of mind to go and deal with your job and whatever stress that you have to deal with in terms of what the work environment brings because it's part of the job that we do here. It is important to make that clear.

[00:20:20]

It gives you a lot of perspective because I too, remember the people that disrespected me because of the position I was in. That doesn't mean I'm out for revenge with anybody.

[00:20:33]

How long have you stayed there and what's next move?

[00:20:35]

Two years and almost overnight was asked to become director of student affairs. Things happened at school. The person who was in that role was left immediately and it was a big surprise to me that I was even asked to do it. But I had this common thread of working all the major events at the law school, through the events office, through the custodial team. We set up every event from commencement to orientation to meetings for four people. I had seen this from a lot of different angles and the dean of students who I had a good relationship with from my time in the events office was another person who always said to me, if you want to come back to the law school, give me a call. We would see each other in the cafeteria, talk all the time, and she would say, I want you to come work for me. Well, I never knew that I was going to get this call of I want you to be the director of my office overnight.

[00:21:47]

Especially from the position I was in, which really made me respect her immensely, because I don't think a lot of people knew what position I came from, but she sure did. I was proud of the fact that she didn't care about that. She knew that I could do the job.

[00:22:08]

Yeah.

[00:22:09]

Long story short, I became the director of student affairs. I stayed there for six years.

[00:22:15]

Six years.

[00:22:16]

I oversaw commencement all those years. Couldn't have done it without the help of you. Good, sir, because commencement and orientation wouldn't have happened without Edgar Claflio. I can tell you that, and so can anyone else who worked in that office. It was very much in all hands on deck situation, but nobody knew the event, the details, the way that you did.

[00:22:46]

No, I thank you, Jeff. But we had good leadership there to be honest with you. I think you had someone a leader that was capable to see your competence, your history, what your background, your institutional knowledge is to be able to say, now you are fit for this job, which sometimes makes a huge difference in terms of an entire organization perspective in terms of work that they do. She was great doing that because she knew that you were capable of. At the same time, we had a team there that was fantastic. The same thing happened to me. Being a landscape, have an opportunity when Becky Andreason is the one that I was demanded at that time to see that I could be of value to work at the front desk of facilities office. Then after seven or eight years being able to join the Dean of Students office, they are complete different positions, different work environment by far in each of them. But then getting there because we're talking about imposter syndrome from the beginning. Mine was there for the entire beginning of that thing because for moments, what am I doing here with these young people that know everything that they are doing and in my age, not even knowing what direction to do. I took time to learn this stuff. But I always have you were fantastic with me, give me support, understanding. When I was frustrated, calling me in your office to explain things and say, no, this can be this way. You can try it that way. What you said that we had a phenomenal department working together to do everything. One of the most beautiful things that happened in my entire time here in HLS was what you just said when Commencement or Orientation arrived, there was no position of importance there. We were all the same working doing levels of job that was nothing to do with the title that you had, whether you're front desk, directors or dean of the student. Everybody was working and helping putting papers together, putting gifts together, wrapping whatever was, counting. They were taking the paper from diploma covers, putting back in boxes, dealing with the taking when we received the gavels that come with those.

[00:25:17]

Oh, yeah.

[00:25:18]

zip ties, whatever it was. Everybody cutting. This was you just mentioned, it was an amazing experience to have an entire department dedicated. These are the events that you have to hold. Nobody has anything, forget about your position that this few weeks here, and arrive here 5 or 6:00 A.M. To handle everything, put signs away. Thank you for considering me as part of that thing, but it was a team. I think you all did an amazing job. I really relied on you a lot for everything that I had to. You were the one that I first mentioned about the possibility of leaving Facilities to go to DOS. At the time I thought that the Dean didn't like me because I don't think that she would even consider me here. You were saying, I will talk to her, but I'm pretty sure that she's okay, and then that's how the whole thing start, which is fantastic, such a changing in life for me. But I had such a great time that I think we worked a lot. I saw everything that you did taking rise home with McUber that was another.

[00:26:33]

McUber. You're going to have to explain what that is.

[00:26:36]

Sometimes taking rides with Jeff while he was talking to the student, not once, many times. Let's go home. Yeah. Jeff would stop by because I lived in Medford, and Jeff in Melrose, so he would drop me by where I lived. Jeff would take a phone as soon as you left the garage and talk on the phone with someone a student about Bar (companies). I would weigh, I would just get out, close the door and just wave because would be in the middle of the conversation. Why we explain to the students in my God, how many times. I tell some folks until now how work was, or how you handle certain things in terms of a Bar and this and that and commencement. Security and this. People don't see don't know that, the calls that you get from the moment that you're living here, all the way to you get home. Is not your 9-5 idea. Everything that goes. But I think we had a good time working there. We had a good group of folks working together and commencement is something that I always felt like was an amazing time. Always was.

[00:27:48]

Commencement was amazing. We probably lost 2-3 months of sleep leading up to it.

[00:27:54]

Yeah.

[00:27:55]

But it was fun.

[00:27:56]

We just finished commencement and then we jumped right in in terms of preparing for orientation, the longest one and trying to do everything. I think was fantastic. I always enjoyed that very much. We stayed there for six, seven years and more happened after?

[00:28:13]

I was given a new opportunity. There was a new position created at the law school for Director of campus safety. It was a new challenge for me. It was also going to be involved in events. That's the common thread through, I think everything that I've done. But it was a new challenge. I felt like in the Dean of Students office that my position had a shelf life, if that makes sense. You get to a point where maybe you're not relating to the students in the same way when you're advising them on their bar applications and things like that. But I was just ready for a new challenge. This position came up. I knew that the law school wasn't looking for an actual police officer or anything like that. They wanted somebody who knew the community, could communicate with students, faculty, and staff. I had a big leg up there on. It's just for that reason alone. It was going to be involved a lot more with the emergency management of the campus, which it has been. I feel like we've been in emergency management mode since I started the job two weeks before we left campus for COVID.

[00:29:41]

Yeah.

[00:29:45]

Harvard Law School is a very vibrant place back to the times when we were in the Dean of Students office. The beauty of freedom expression on this campus was also our job security, I think. I say that jokingly, of course, but we never had a dull moment working in student affairs. There can always be protests. There can always be opposing sides, discussing things or campus unrest, and we never had a dull moment. I want to say that again. Working in student affairs. Amidst all the stuff that we were talking about, we dealt with things, especially you, being the first person they saw when they walked through the door every day, dealt with a lot of emotion, which takes a lot of energy out of yourself.

[00:30:43]

Yeah.

[00:30:46]

Student affairs I give a ton of credit to because it's really a seven day a week job. It's on your mind all the time no matter what time of the year it is. But yeah. I started this new job to get a taste, something different. Like I said, COVID hit, and it felt like that took up the first almost few years of the job. I was the advisor on campus, if you will. I was working with all of our university partners for the first time we had students staying in the dorms, and in the summertime. If you remember, we had to rush everybody out of here in a matter of days.

[00:31:29]

Yeah.

[00:31:30]

Students included. We kept about 50 students in North Hall, I believe, that first summer, but.

[00:31:40]

They couldn't go anywhere, right?

[00:31:41]

Right. Whether there was international travel or financial problems or whatever the case may be, the law school had to decide on really short notice who was going to be able to stay because we had to space people so many rooms apart.

[00:32:00]

Didn't have space for everyone.

[00:32:02]

Didn't have space for everyone, had to divide up kitchen time.

[00:32:06]

But it was already a phenomenal help at that time for these students who could be displaced and nowhere to go.

[00:32:15]

I don't think one student was left out in the cold.

[00:32:18]

Exactly.

[00:32:19]

Everybody was taken care of.

[00:32:21]

I think it was beautiful what they did and to help them at that time because it was scary for everybody and did the feeling lost and not knowing what to do, and not because they didn't want only. There were a lot of situations going on that they could not do anything because like I said, traveling restrictions, where to go, where to stay, how to get there. That is a lot, I think was a beautiful work that they did to support these students at that time.

[00:32:54]

Right.

[00:32:54]

Yeah. You have a few groups that you take care under your belt working in this position that you are now. You have security.

[00:33:10]

But when you say security you say really literally the guards are working, but you also have the system. You work through the systems for card access and keys and everything that's right. Makes part of the all physical access campus. Is a physical security. You have connections with HUPD, but they are good partners as well. They're excellent. We meet with the dignitary unit. Yeah. Even if it's just going to, when people are planning an event, they can check off whether it's going to be a controversial topic. Or a controversial speaker, and we'll meet weekly with the events office, with the dignitary unit, with our team, and we'll all discuss what we think needs coverage, what type of coverage, no coverage, or just a pass by before to kick an event off. There's a lot that goes into it. Even things that need to be cleared through the marshal's office, the University Marshal's office. We don't just have that one meeting. We're all we text, we email, we constantly update each other on any information that we get about, even if it's just a big event at the university where it may be an HLS is speaking at the Kennedy School. Do you know if they're coming to HLS at all either, which usually they are to have lunch with the dean or speak with some faculty members or students? There's a lot of things that bleed over into different areas that we need to stay in contact about.

One thing that I think is interesting, Jeff, looking back of your career that I have been for, I think, a biggest chunk of the time that we have been here. you start with the events office. Then you go to take care of a custodial, that's a completely different part of the process, also related. But learning how the background and how to work and how everything works underneath the organization. Then you go to Dan student's office where you go up and start to have a broader connection with people. There we start having connection with faculty, students, staff, in general, different levels, and also reaching to university because of commencement, that's a big event. But now with this new position, look like we even a step forward. It's like a developing going nice scale going up and up and up. Because now I assume that you might be in direct contact with the higher leadership in the school because of the nature of your job right now, security and everything else. You are dealing with the main deans in terms of administration, the dean of law school, you might be dealing with important parts of HUPD and even university is still taking care of commencement and major events that happen here. What I think is amazing in this process that you can see scale and how a ladder that you were going up in terms of development in your career is that all of them are tied with your first experience can and out of the college. That what I think is amazing how things happen in terms of opportunity. That you were capable to get this job in this place where high end clientele with a phenomenal manager that could see training for customer services, and that is Events that also come to happen and everything else that you did here relate to that. You work with the events, then custodial that support events, then you go to Dean of Students office that run events, but you knew everybody else already in this campus that could help you with that and make you succeed in the position that you had. Now in this one, you know even more because now you have the whole knowledge of the high level administration to deal with in terms of what's necessary for security and the job that you do. But you also know from the top the board, not in the way that sounds minimizing the importance of people. But in terms of this scale, you know everybody, that's what institutional knowledge is an amazing aspect of everything, where you started and where you are right now. How much can you see this am I going to find in this analysis of what I see because I know you for a while. But how interesting it is, where we start where you are right now in terms of how much you put your own effort, how much you charisma, your professionalism, your way to deal with everyone around you. Brought you because, you started hiring because you need a job. You didn't even know what job it was going to be when you talked to Debbie Gallagher. Looking back, look where you are right now. I think it's a beautiful story. I think it's a phenomenal trajectory. Can you see the same thing or I am going too far.

[00:38:28]

Honestly, I love it here. I want to retire here. I want to develop more. I don't know I always say I don't know what I want to do when I grow up because I like to take on new challenges. I think I'm one of those people that doesn't want redundancy. I like working in an environment where no two days are the same. I guess in a way, the kid that got in trouble all the time for wandering around the classroom [LAUGHTER] and building alliances and talking to people. I'm still doing it today. I enjoy socializing with people, it can be tiring, but it's so rewarding at the same time. I love nothing more than being able to help someone. I think a lot of people are that way. Yeah. You just want to be able to help someone. That's what I try to do every day in our office. We have a lot of fun. We laugh a lot. We work hard. We play hard. It's important to have fun.

[00:39:34]

Very important. You were always capable to do that. For a post the time that we worked together, we left, we had fun, doesn't need to be this perfection that people plan because mistakes happen, you need to have a way around to figure out how to fix it, and it's to deliver the perfection. Perfection is going to be delivered, but not necessarily under distress and boring mentality of someone who cannot see that you can do this with am and treating people with dignity and in a fun way. Yeah, I agree with you. I think it's important that we have more people to look in the fun way to live and to work to deliver what's necessary without feeling the pressure, that is a natural thing in the work that we do. Pressure is always around. We just how we handle pressure and how we overcome the obstacles that show up. I think that's important that you can do in a better way and taking care of our well being and be happy about what it is.

Alright, Jeff, I think that we covered a lot, we did. We're supposed to do 45, and here we go like two hours again. We probably going to be two episodes again. I cannot tell you how happy I am. I told you when I was w if you would accept, not because I respect and I love as a friend, as a co worker. You always treated me with the huge dignity. You are wonderful mentor and a special person in my life. You know that I'm going to get emotional here. But you are that person. To have this moment here with you is so special because I witnessed so much what you did here for the time that I have been at Law School, and you are this important figure. Having the chance to have you here participate in this project, that is really humble project that I'm doing for our staff. You have no idea how much it means, so I thank you very, very much for the time that you took to sit down and talk.

[00:41:41]

Thank you, Edgar. That means a lot. You know how much I appreciate you as a person, as a great friend and as a colleague. Every time you doubted yourself, I could never figure out why. But I understand it.

[00:41:58]

Yeah. Yes.

[00:41:59]

I went through some of the same things, still do. But, I always told you, Edgar, I think you're the best employee at the law school. Stop doubting yourself, and I mean it to this day.

[00:42:12]

Now it's good to have that always. Thank you. Thank you for that. All right. For everybody out there listening, I hope you enjoy as much as I did. I'll see you around. Bye bye.