



QUEBEC-LABRADOR FOUNDATION

LAWRENCE B. MORRIS LEADERSHIP FUND REPORT

SUMMER 2018



Current Status: \$300,000 Raised
Revised Target (by the end of 2019): \$500,000



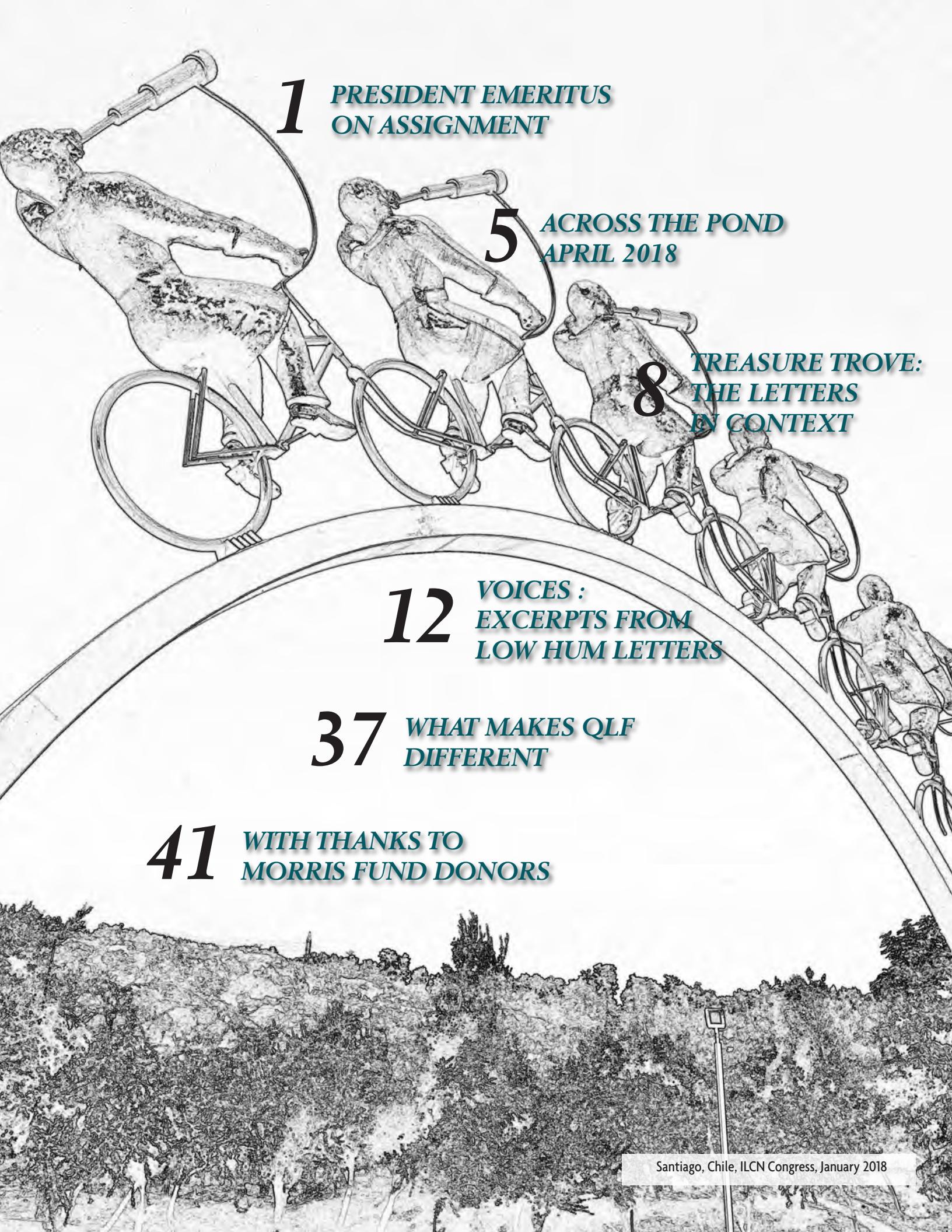


Quebec-Labrador Foundation
Elizabeth Alling
President & CEO

Lawrence B. Morris Leadership Fund Report
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President Emeritus On Assignment

FIRST AND FOREMOST, MY SINCERE THANKS to each of you who has contributed generously to establish the *Lawrence B. Morris Leadership Fund*. In my current capacity as President *Emeritus*, I have moved happily into a job that allows me to serve as an advisor to my successor, Beth Alling, while pursuing QLF historical projects and developing stronger relations with 5,000 alumni worldwide. I have long sought the opportunity to become involved in archival research and writing. Beth and the Board recognize that I have lived through so much of QLF's story, and therefore I am a logical candidate to report on it.

My advice to Beth adheres to the (slightly modified) adage: do as I say, not as I probably did! My focus at the moment is working with our CEO in three areas: fundraising and alumni relations; exploring new program initiatives; and (as mentioned above) reporting on QLF's history. Our collective goal is that my decades of experience will lead to fewer organizational missteps, while producing greater efficiencies, thus saving QLF time and money.

Over the last year and a half, I have been on the road waving the QLF flag. During that time, I have seen firsthand QLF's many impacts, which energize me. My moving around will continue in the months ahead: meeting with QLF constituents, especially alumni and



London, October 2017. High elevation Sahara sand blown north in the Atlantic storm season makes for unusual light conditions.

donors, Directors (past and present), as well as showcasing new areas of QLF interest through tours, site visits, and informal gatherings.

My travels through the fall of 2017 and early 2018 took me to a variety of venues – Ontario, Newfoundland, Florida, even the U.K. (twice!), also Chile and Argentina. These trips ranged from more formal settings such as the SODEXO Quality of Life Conference in London (by invitation of QLF Alumna Sylvia Metayer, SODEXO CEO of Worldwide Corporate Services), to the Canadian Heritage River dedication of the Ottawa River in Petawawa, Ontario. Tom Horn and the QLF Montreal staff had played a key role in the designation which accounted for our invitation to participate. On my way to the Ottawa River, I had occasion to stop in to visit the Wild Center in Tupper Lake, New York, to honor the many contributions of QLF's 16-year Board Chairman, the late Donald (Obie) Clifford. Stephanie Ratcliffe and the Wild Center staff rolled out the red carpet for QLF. Thanks to them all.

Late in September 2017, I traveled to Fogo Island, Newfoundland, for a wonderful reunion of our 1980's Ocean Horizons Program.

While in the U.K. a month later for the SODEXO Conference, I was fortunate to visit partner organizations like BirdLife International (Cambridge, England), thanks to alumnus Kiragu Mwangi, BirdLife Programme Manager. By complete coincidence I was able to say farewell in person to Hazell Thompson, BirdLife's long-time Global Director -- Partnership, Capacity, and Communities.



Kiragu Mwangi from BirdLife International and QLF Alumna Celia Mahung (TIDE Belize) at the ILCN Congress in Santiago, Chile, 2018

Also in England, Ken Hoffman and I were invited to an evening sponsored by the Royal Geographical Society to honor QLF Alumna and Omani marine conservationist, Aida Al Jabri. Our globally-based alumni are doing some extraordinary work.



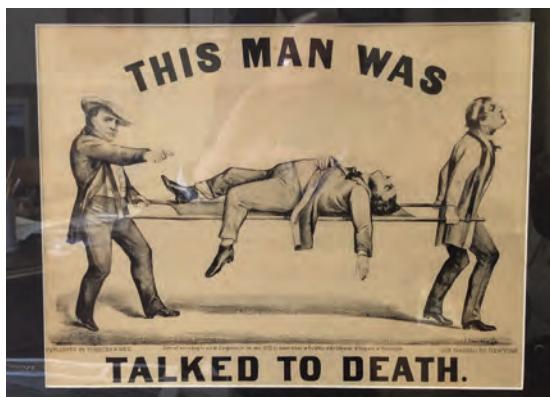
Larry and Aida Al Jabri at the Royal Geographical Society, 2017

In January of this year, former QLF Board Chairman Jim Levitt invited me to the Congress of the International Land Conservation Network (ILCN) in Santiago, Chile, which brought together land stewards from around the world.

In April 2018, I embarked on another trip to England, this time to spend a weekend with Chairman *Emeritus* of the International Grenfell Association (IGA), Norman Pinder. Norman, his wife, Alex, and I joined old friends, Ken and Jenny Smith, for a tour of the Royal Society for the Protection of Birds (RSPB) coastal reserves in Norfolk. Ken is the retired RSPB Manager for International Training and Development.

At Beth's direction, I have been honored to serve as a sort of roving Ambassador for QLF – connecting with friends and speaking to anyone willing to listen about the exciting global reach and new directions of the organization. I wager that any of you reading these words might smile knowing that networking is of 'high use' for LBM and the perfect way for me to transition from old to new. There is a Currier & Ives print in my office -- two men carrying a third on a gurney. The

caption reads: "This man (the one prostrate) was talked to death." I (ahem) may have a tendency to do that!



Looking ahead, I have been asked to develop some exciting new travel opportunities for QLF's alumni and friends. I am collaborating with Cedar Swan, CEO of Adventure Canada, on our first one. Going forward, some of the destinations will focus on our home region; others will be more far flung. As we inform you about them, I very much hope you will be the first on your block to sign on. A perfect way to become better informed about what QLF is doing. Please stay tuned.

As you will see in this report, I have included some quotes from the many letters that Leslie Van Gelder compiled in her marvelous gift, *The Low Hum of Success*. She presented the publication to me, a complete surprise, at our Barcelona Congress in November 2016. All of the letters are deeply meaningful to me. So a bit further along in this report you will read some excerpts from *Low Hum* with comments from yours truly. For those who are not included in this report – don't think you're off the hook. Stay tuned for the next iteration. In sharing these stories, I wish to open up QLF's history. A bit like Forrest Gump, I have seen a lot during my career. Time to reveal, share, and learn from it all. As the Farmers' Insurance jingle goes: "We know a thing or two because we've seen a thing or two."

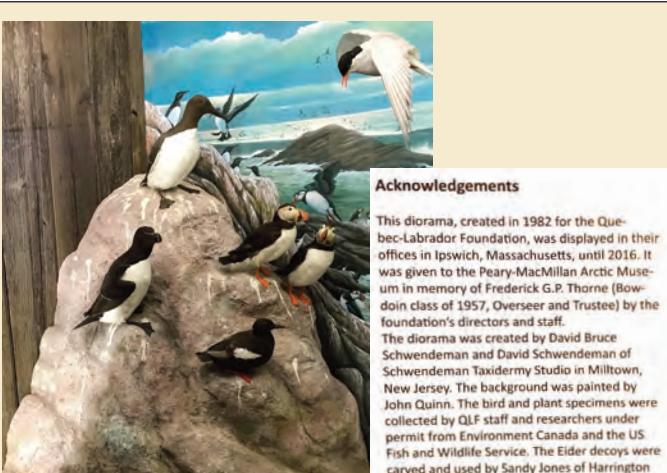
To say the least, Beth is keeping me busy! I still look forward each year to meeting interns and visiting current programs. And I plan to do just that this

ON ASSIGNMENT



QLF Consultant Dr. Kathleen Blanchard with QLF Intern staff, July 2017

summer. Always an annual highlight for me. If nothing else, I will be able to recount to our newest generation of emerging leaders (aka interns) some tall tales in the life and times of QLF. Just no pontificating, right?



Acknowledgements

This diorama, created in 1982 for the Quebec-Labrador Foundation, was displayed in their offices in Ipswich, Massachusetts, until 2016. It was given to the Peary-MacMillan Arctic Museum in memory of Frederick G.P. Thorne (Bowdoin class of 1957, Overseer and Trustee) by the foundation's directors and staff. The diorama was created by David Bruce Schwendeman and David Schwendeman of Schwendeman Taxidermy Studio in Milltown, New Jersey. The background was painted by John Quinn. The bird and plant specimens were collected by QLF staff and researchers under permit from Environment Canada and the US Fish and Wildlife Service. The Elder decoys were carved and used by Sandy Jones of Harrington Harbour, Quebec.

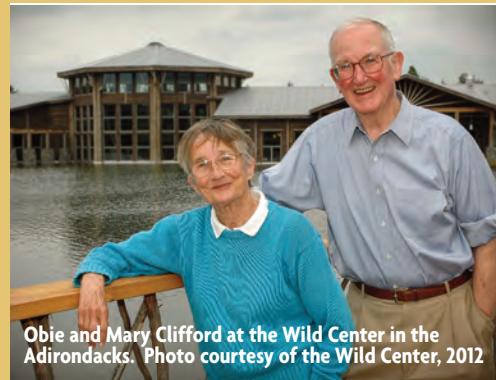
Former QLF Seabird Exhibit donated to the Peary-MacMillan Arctic Museum at Bowdoin College, Brunswick, Maine, in 2017. The "Acknowledgements" sign shown above is displayed at the Arctic Museum.

The donation was made to honor the late QLF Director Frederick G. P. Thorne.

No doubt, raising money continues to be an important priority in my job description. I was trained by the best in the business -- our Founder Bob Bryan. Our late U.S. Board Chairman, the indomitable Obie Clifford, not bad himself as a fundraiser, taught me never to be bashful in telling the QLF story while asking for help to support it. His oft-repeated refrain

was that the world has "only two problems" and that QLF addresses both. What could be better than that in making us relevant? In Obie's words:

"If we are to survive as individuals, let alone survive as a species, we must meet two central requirements: we must learn to live in harmony with each other, a test we are failing in many parts of the world today; and we must learn to live in harmony with our natural environment. To the extent we destroy nature, nature will surely destroy us. Living in harmony with nature is an absolute necessity for our survival. I don't know about you, but I am strongly in favor of survival! QLF has never been more relevant as its mission addresses both of these global challenges." ~ Obie Clifford



Obie and Mary Clifford at the Wild Center in the Adirondacks. Photo courtesy of the Wild Center, 2012

The Morris Fund has been set up as a so-called "revolving fund" -- that is to say, it is ongoing -- being replenished by new dollars as the Fund's corpus is spent down. As we are all too aware, the needs of the planet need addressing right now! QLF is well positioned to face these environmental challenges head on. Let's get to it.

Join me in forthcoming tours or just stop by to say hello during one of our social get-togethers. Learn what QLF is doing around the world to address Obie's "two problems." Meet Beth Alling, QLF's President and CEO, who brings a wealth of experience and passion to her role.

Truth be told, I have yet to become accustomed to having a Fund named after me. But if Beth thinks it

ON ASSIGNMENT

will help the cause, then I am pleased to volunteer. After all, whatever I have given QLF through my 40 years of service pales in comparison to what Bob Bryan and the organization he founded have given me. It has been one heck of a ride since meeting Bob in the lobby of the Yale Club in New York City back in 1975. Bob turned 87 in April. From his residence in Sherbrooke, Quebec, I know he echoes Obie's sentiments about QLF's special (Obie called it a "noble") role in today's world. Beth said just that to board members who assembled in Sherbrooke in early May for our U.S. and Canada board meetings.

Enjoy the report. Unorthodox, I realize. But, as you all know, that's my favorite way to be. I must confess that four decades went by in a blink.

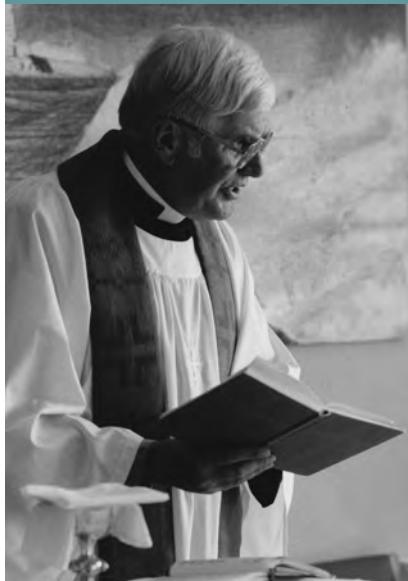
For everyone who has contributed to the Morris Fund, QLF and I are deeply grateful. Thank you, (QLF Honorary Director) Randy Hack, for the letter you sent to so many to get the ball rolling. Thank you all!

Onward!

Larry

Happy 87th Birthday, Bob!

29 April 2018





ENGLAND POSTSCRIPT

APRIL 2018





L to R: Leslie Van Gelder, Alex and Norman Pinder, North Norfolk Coast



Ken Smith, retired RSPB, Cley Marshes, North Norfolk Coast



L to R: Larry Morris, Elizabeth Cabot, Ken Hoffman, Leslie Van Gelder, Nicola Cross, Clare McMorris, Jennifer Grigg, Mac McMorris, Bill Steelman, QLF London Reception



Larry with Ken Hoffman, Lincoln College Archives, Oxford, with famous Fellow, John Wesley's cane



Elizabeth Cabot enjoying the QLF London Reception



Jane Mitchell, Deputy Director of Development, Lincoln College, Oxford University



A commonly photographed sign at the Turf Tavern, Oxford



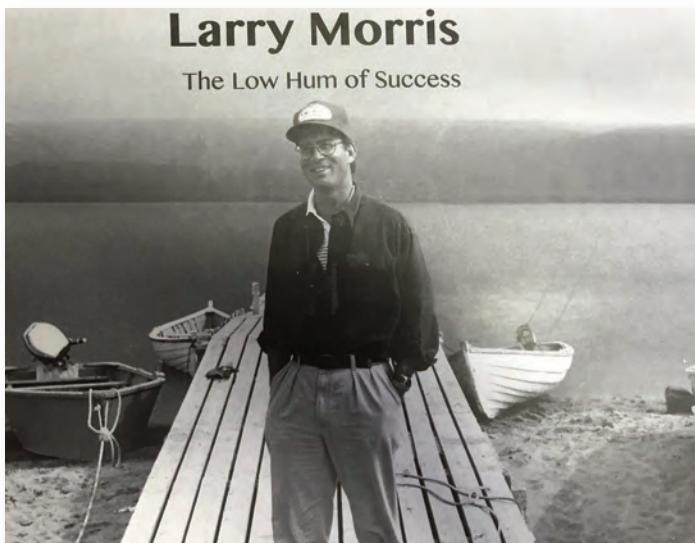
Norwich Cathedral, East Anglia

INTRODUCTION TO A TREASURE TROVE

THOUGHTFUL REFLECTIONS BY QLF
FRIENDS AND ALUMNI — WHY IT ALL
MATTERS

EXCERPTED PASSAGES FROM LETTERS
COMPILED FOR LESLIE VAN GELDER'S

The Low Hum of Success



READ IT AND WEEP – REPORTS OF MY RETIREMENT HAVE BEEN A BIT EXAGGERATED. At least in the golf tee sense. My successor, now boss, Beth Alling has asked me to stay on. So for the time being I do remain out there waging the good fight in a new position, President *Emeritus*. A bit slower these days but perhaps a touch more wily and with infinitely thicker skin. A good thing as another passion, fishing, is not going so well. My ability to cast a fly sadly does not show improvement even after countless opportunities to perfect it. Of course, I will keep trying.

Reminds me of a story of my after-school French class in eighth grade in the basement of a Darien, Connecticut, church. My parents thought it a good idea (no one asked me) until receiving the teacher's report card: "a waste of my time and your money for young Larry to continue with French." Well, I showed 'em, didn't I? A career much of which has taken place -- in Quebec! I will always credit that teacher with giving me the expertise to read francophone road signs.

The surprise gift at the Barcelona Congress of the *The Low Hum of Success*, compiled and edited by Leslie Van Gelder (you guessed it, a QLF alumna), has had a profound impact on me. "Enter with Caution" should have been emblazoned on the cover. No matter, for enter I did, and then devoured *Low Hum* at once, in its entirety.

How does one express proper appreciation to so many fellow travelers, friends, classmates, QLF alumni, and family members for showing me why QLF matters so profoundly to so many? With deep humility and gratitude, that's how! Your collective ability to express your thoughts so eloquently, in some cases willingly sharing secrets never before revealed, is positively astonishing. Some of you nefarious characters took total advantage of my vulnerability. I will deal with that in due course.

I am naming names as I make your letters (tastefully edited) public, adding comments here and there. And this is only Round One. There will be future "updates" with more letters shared. I am delightedly in a target-rich environment. Together, your letters, your observations, and your tall tales work as a wonderful

collective to tell the QLF story -- an opportunity to lay it all out. It is a portrait of baby-boomers (and generations to follow) careening en masse through the turbulent but exciting times of the modern day environmental movement – in essence the decades since Earth Day 1970. I missed the beginning of that parade having been drafted in 1969 and, in 1971, sent to Vietnam on a “McNamara Scholarship” (named for the then Secretary of Defense, Robert McNamara). A young Lieutenant in the United States Army, I had volunteered for Vietnam (say it’s not so!), taking a leap that led to my meeting the likes of fellow Lieutenants Jim Pohlman (now a senior QLF Director), Elwood (Woody) Freeman, and George W. (Sandy) Mayo (gone, never forgotten). The Law of Unintended Consequences.

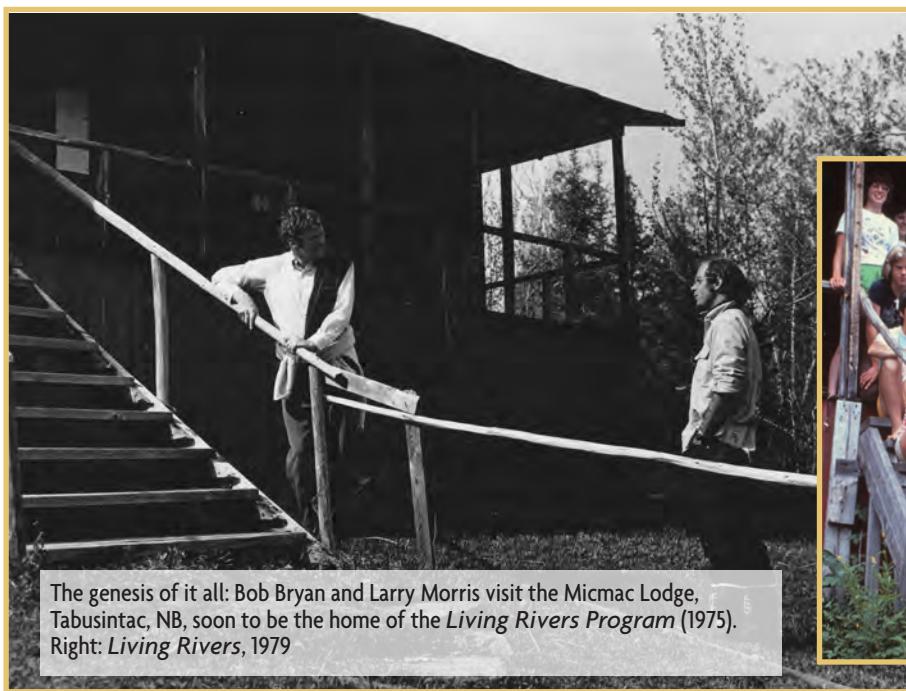
Returning to “the world” (as it was affectionately referred) in 1972 prompted me to clear my head by taking a three-month motorcycle trip in Europe. You know who you are, those who joined me. Then off my Triumph Bonneville and on to Harvard Business School. Perfect, right? Wrong! Not for me. After several weeks, I changed direction to pursue a modified dream that eventually required a couple of Cornell graduate degrees in natural resource management. Kind of like green “business school,” right? At least that’s what I told my father, who upon

learning I had left Harvard told me, not too quietly, that I had lost my bearings in the Age of Aquarius. Some of you had the gleeful impertinence to write about this rather tumultuous period in my life in *Low Hum*. So grateful. Kick him while he’s down, eh?

As I leafed through the pages of *Low Hum* my first night in Barcelona (attending the QLF Congress) in November 2016, I marveled at the sheer volume of letters and photos so painstakingly gathered. I also thought, no real damage, I can handle this....until I turned a page to find a full-blown color image of a Maine beach party where bathing suits were, let's just say, optional. Yup, *Low Hum* is at once a no holds barred chronicle of life and career and also a ribald classic. And how many of you, I ask, conspired on the “ribald” part – denying me any chance to have a public service career? Naming names here: Delano’s (your brothers, yes, but Sara, how could *you*?), McMorris, French, Van Gelder, and others. (Do you notice two QLF board chairs in the mix?) Oh well, I suppose I simply must grin and, ahem, bare it...

But I digress. It was on to QLF in 1975. It began with the *Living Rivers Program* (Tabusintac, N.B.) while a grad student. Next, the Atlantic Center for the Environment, “the environmental division of the Quebec Labrador Foundation.” Then to the

Presidency of QLF in 1988, just after I had made the case to our Founder of taking my family to Montreal to establish the QLF



name there. I wish Tina and I could have shared the Montreal experience. In accepting the presidency I recognized that my life would henceforth be on a different path, one to have been best prepared for at... Harvard Business School! Most ironic. But it is the heart, not the head, which sustains a career.

In due course your words, you letter writers, will give me a platform to expound about life, QLF, family and friends, and QLF history. As you conspired to expose me in a photo on that rocky Maine coast, so I will now unrobe you and reveal stories never told about your influence on QLF and on me.

Many of you wrote of the critical importance of storytelling (*The Bert & I* legacy). Therein lies the secret to success for QLF and of our version of community-based conservation: *storytelling*. Just ask QLF alumni authors Michael Caduto, Candace Cochrane, Greig Cranna, Amos Eno, Steve Gorman, Alix Hopkins, and many others.

So, there you have it. Now it's onward to continued *Emeritus* victories by this kid trapped in a 71-year-old body.

Yes, I do think sometimes in the dark of night about Harvard Business School and ... what if? Trust me, I can't do addition in columns. Wouldn't have worked out in Cambridge, Massachusetts. And remember my dad and his disappointment with my career change in 1972? He and my mother eventually came to embrace QLF (as any of you who knew them would have expected). "Bugle" (nickname from his Princeton days) and Gus (her name was Betty Ann, go figure), made a very generous bequest to QLF toward the end of their lives. They donated a substantial piece of their estate through a Charitable Remainder Trust. Planned gifts are critical to QLF's future, and Dad knew it. He wanted to set the bar high. And he did. After retiring

as early as he could from the practice of law (it had moved away from him after he left *White and Case* in 1969), Dad became the highly effective President of the Darien (CT) Land Trust. Later, he and my mother were voted a "First Couple" for their contribution to their local community. His new calling: community-based conservation, practiced in his hometown. My passion had become his, set on a different stage. Late in his life, some of my fondest memories were when

Dad and I talked professional turkey during family get-togethers. A bonding of visions and sharing of fundraising strategies. If all of you could be so fortunate. He died in 2006.



Beth Alling with Bob Bryan, Sherbrooke, Québec, 2006.
Beth is only the third President as QLF approaches its 60th anniversary in 2021.

Low Hum makes me think about the genesis of QLF, and the fateful turns in the road during its evolution. Why did they occur? *Low Hum* is a key to unlock QLF's secrets, recall some great times with some of the very best people I have met in my life, and to recall stories like so many revealed in your letters. As *Emeritus*, I wish to share stuff of career and life and perhaps some of what I've learned along the

way. The "do's and don'ts" of NGO management, with the hope that others early in their careers can learn what might work and what might not. Summarized: "Don't do what I did in this situation."

As far as my fundraising days go, they are not over yet. Just a new chapter. Like building endowment and/or encouraging planned gifts. Leading trips to some interesting places where QLF Alumni live. Dad would have liked that. The passion still burns for the cause we all love and support, the one that we all share. For those of you to whom I owe so much, it is you, members of the QLF family, who have made QLF what it is. And a heartfelt nod to the one who got me here, Bob Bryan, and also to the one who keeps me around still, Beth Alling. Two great leaders. QLF has

TREASURE TROVE

been blessed.

In the excerpts from your letters, I have tried to capture their essence. The attempt is to express through *your* words the richness -- culturally, and through the depth of human relationships -- of all that is QLF. I hope our "discourse" in this Report begins to answer the questions: what makes QLF different; what makes it tick; and what was it like? It explains my 40 years, even if I still don't have the proper

elevator speech. The truth is, for me, there will never be one. You who have been part of it know.

Enjoy the letters. There's your QLF elevator speech! To paraphrase James Carville: "It's *relationships*, stupid!"

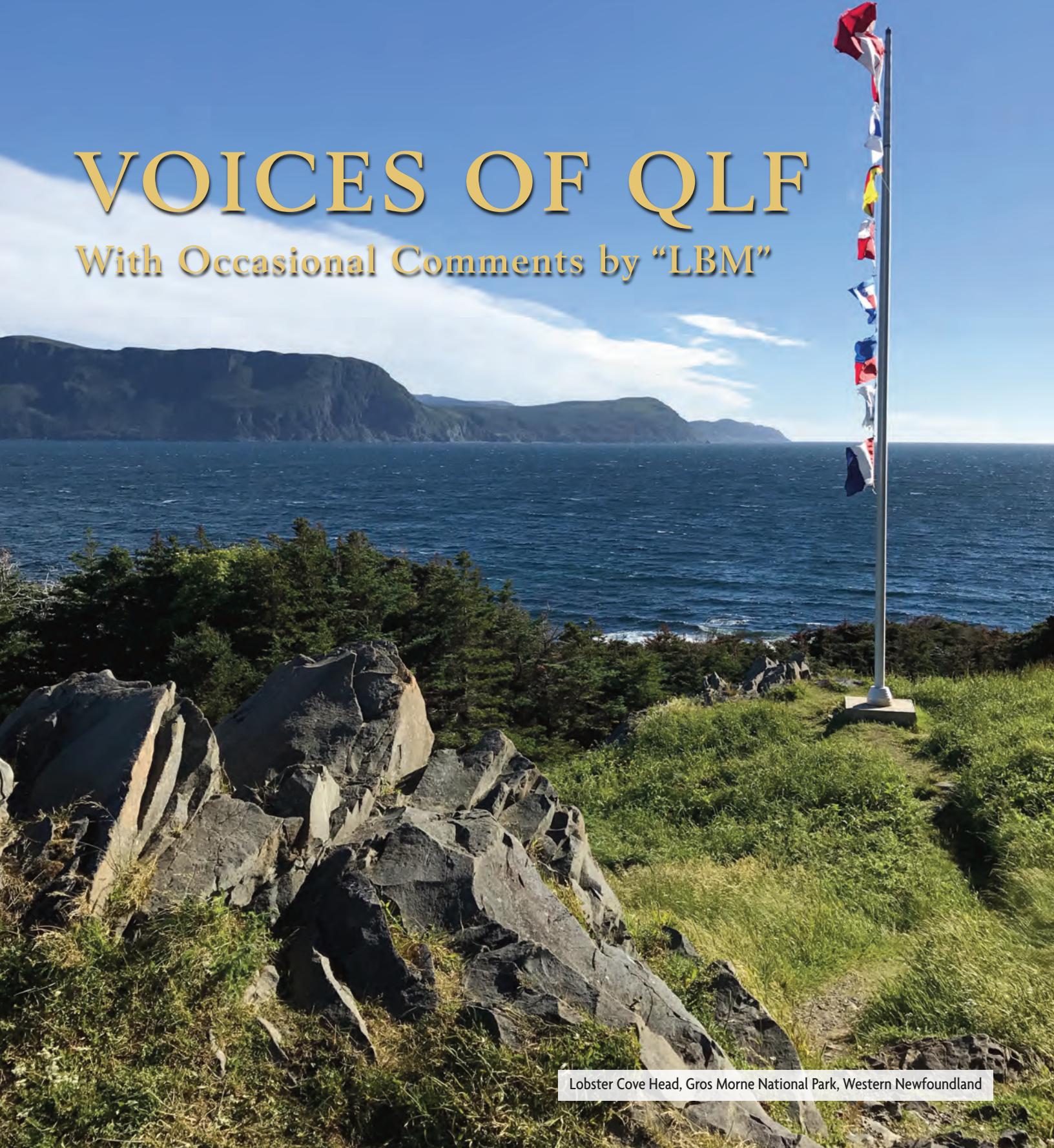
Done here. Now to go practice my French: "Je m'appelle Lawrence..."



Point Amour, Labrador, on a beautiful day in the Labrador Straits

VOICES OF QLF

With Occasional Comments by “LBM”



Lobster Cove Head, Gros Morne National Park, Western Newfoundland

Excerpts from

Larry Morris and The Low Hum of Success:

An irreverant look at a life well lived, a career well spent. Brought to you by the people who have loved you and whose lives you changed ...

November 2016

From the Introduction Leslie Van Gelder

As any good historian, even one trained at a place like Princeton knows, the story of a person's life is one part fiction, one part fact, one part hearsay, and one part a collection of aspirations (to be forgiven as they are never actually achieved).

For six weeks while spring emerged in the southern hemisphere (*Leslie lives in New Zealand*), I had the pleasure of waking up every morning to a collection of emails from all over the globe, telling a very consistent story. They fell into categories – letters that had the “if it weren’t for you, I never would have...” stories, and then the lists of the very best of a person’s character noting the depth of your trust in other people, your humility, your loyalty, your sense of humor, and your capacity to convince.... Many referenced the annual November letters with your handwriting in ever-increasing crypticness, but a reassuring presence that you were still there and that you still cared. If ever I was reminded of what a life well lived looked like, it arrived in the collection of photos that super sleuths on the home front and office helped to find, as well as those that came to me from all corners of the globe. It seems you have created mayhem on just about every continent, and in some places you have been a regular and repeat offender.

Standing at the safe distance of curator of this project, it has looked very much like a life well lived so far. A career where you’ve made a difference in all the ways that one could hope to do – you’ve helped to save species, protected lands, heritage, stories, and communities, but most importantly, you’ve listened, you’ve laughed, you’ve encouraged, and you’ve loved. All of that, plus having reminded people again and again that it’s supposed to be fun shines through the letters and photos. If that isn’t the “low hum of success,” I don’t know what is.



Leslie Van Gelder with her late husband, Kevin Sharpe, Oxford, UK, where Kevin was affiliated with Harris Manchester College, 2008

Greig Cranna

Massachusetts
Professional Photographer and Raconteur

The opening lines should include "What's said in the car stays in the car." Our pact for countless road trips, it enabled us to laugh hysterically as we told and retold outrageous stories of many a QLF adventure while racking up thousands of miles over 38+ years.

Frankly, it's hard to believe so many years have gone by since that first meeting in New York. I remember it like it was last week. A Greek coffee shop (paper coffee cups with the Parthenon on them) at the corner of Second Avenue and 47th St. I was 27 and on the verge of quitting the last full-time job I would ever have, and you were just embarking on your life with Tina after a couple of years at QLF. We were young, idealistic and committed to many of the same goals. You took a chance on me based on very little except, I presumed, a gut feeling about my talents and ambition. Not much has changed in all the ensuing years, except somehow we're not young anymore. We both grew up, raised kids and stayed married, but miraculously, we never got jaded about the mission. It was never easy; you constantly riding herd on staff and raising money, me constantly trying to separate you from some of that money.

I was either off with you or KB or TH on some QLF-related adventure. With you it always involved an inordinate amount of driving, because you had lots of stops to make and, frankly, you were cheap. The hardest part about traveling with you was not your cheapness, it was the damn phone. Our typical day involved a half dozen stops for phone booths where you could use your phone card to work down a list...donors, staff, our next victims; you never could totally shed the office. How many hours did I sit in cars or wander around convenience store parking lots looking for birds? I created a monster when I pulled a mysterious device out of my camera bag in 1991. We were on (Interstate) 95 heading to New Brunswick and you were Jonesing to find a phone booth, when I casually pulled my cell phone out. I was the only person I knew that had one (long story) and it was like I'd put a shiny object in front of a crow. You were, as the Brits would say, gobsmacked. The cell phone was your crack. Once the towers started sprouting all over you were a goner, but it did make for more efficient road trips and more time on the ground for me to shoot. Even so, it was

still hard to get you to stop. Most trips I was like the little kid with his nose pressed to the window watching the countryside slide by, dreaming of the missed photographic opportunities. More than once I begged, and occasionally prevailed. Lobster Cove light was one, and it was the AR cover that year. Ditto the year Katahdin was on the cover.

We both loved the region and loved nothing more than getting out there on the road to experience it first-hand. In the early years it was a chance for me to get out of New York for the summer, and for you to get out of the office and away from the grind of managing and funding an organization that was always one step away from self-immolation. That you successfully did that dance for all these years is a testament to your skills, perseverance, and maybe just plain stupidity! In later years, especially, I could practically watch the tension slide from your shoulders as we piled on the miles. We were living such different lives at home, but on the road we were just road warrior buddies.



Greig and Pam Cranna in Catalonia, 2016

It's hard not to romanticize the early years, but frankly, they will always hold a special place in my ever-expanding memory bank. And honestly, even with a touch of revisionist history, they were a blast. Travelling on a shoestring; rarely a motel or decent meal in a restaurant. More likely someone's couch and a Newfie steak. Back when the "Airline" (Maine Route 9) was 96 miles of shitty roads through the Maine wilderness and felt like you were entering the heart of darkness. Back when the sea was filled with cod and every little town had a working fleet. When you could buy canned seal meat in the grocery store. When (Tabusintac, N.B. farmer and Living Rivers Outfitter) Clive (Wishart) was alive and we all felt his link to the rapidly disappearing past. Interns who loved the adventure that was being offered them without thinking about their resume-building or benefit package.

(LBM) My trusted companion of many adventures along the asphalt river. It was with Greig that I got to know an extraordinary place – part Canada, part New England: QLF's home, what we call the Atlantic Region. Greig is opening a photography gallery in North Cambridge, Massachusetts, in September 2018.

James Levitt

Massachusetts
Businessman and Conservationist
Former QLF Board Chairman, U.S.

Lord of a Thousand Things (with apologies to J.R.R. Tolkien)

Larry was very modest and very friendly, and from time to time a little peculiar, and had been the wonder of the Atlantic Center for the Environment and QLF for some four decades, ever since his remarkable disappearance from Harvard Business School and unexpected sojourn to Cornell. The wisdom he had brought back from his travels in the North had now become a local legend, and it was popularly believed, whatever the old folk might say, that the headquarters of QLF was full of boxes stuffed with thank you notes and budgets and lofty dreams and whatnot, and fly-fishing equipment.

And if that was not enough for fame, there was also his prolonged vigour to marvel at. Time wore on, but it seemed to have little effect on Dr. Morris. At sixty he was much the same as thirty, albeit with less hair. At sixty-five they began to call him well-preserved; but unchanged would have been the nearer mark. There were some that shook their heads and thought this was too much of a good thing; it seemed unfair that anyone should possess (apparently) perpetual youth as well as (reputedly) inexhaustible goodwill.



Jim Levitt with assistants Isabella Gambill (L) and Karena Mahung, Tunk Lake, Maine

"It will have to be paid for," they said. "It isn't natural, and trouble will come of it!" And so they had said as long as anyone remembers. But Larry kept pulling rabbits out of hats, and new contracts out of God-knows-where, and friends from far and near. The loyal troops of many capital campaigns, and many end-of-fiscal-year scrambles, and many forays into the great wilderness, kept showing up, again and again and again.

And real trouble had not come; and as Dr. Morris was generous with his time and good cheer, and most people were willing to forgive him his oddities and good fortune. He remained on the best of terms with friends as far spread as Lebanon, Vietnam, and Rowley, and he kept in close touch with many devoted admirers among the alumni and host families. And he had kept up with the people he worked alongside, even as the younger staff themselves matured and became big wheels in their own bailiwicks.

And yes, we love Larry Morris still. We love him for his occasionally raised voice, and for his insistence that he has absolutely no understanding of accounting, for his long-promised sentiment that "we need to sit down and have a long beer over that one," and for his Herculean endurance, and for his absolutely unwavering support of Bob, and for his insight into human nature, and for his prowess with exotic cattle, and for his eternal patience, and for bringing Tina and his kids into our lives, and for the thousand things.

Dr. Morris claims that he may go into "semi-retirement," or status as a special consultant, or something like that. Ha! He will always be around the next corner, or the next conference table, with that modest grin of his, ready for the next adventure.

(LBM) Jim has stuck with QLF and with me through thick and thin. A graduate of Yale's School of Organization and Management, he guided many strategic planning exercises at QLF and understood the many facets of the organization. Like Leslie did in Newfoundland, Jim served early on as a high school Volunteer in Burnt Church, New Brunswick. His career later took a dramatic turn toward conservation, all the while moving up through the ranks of QLF's U.S. Board. He is now the visionary behind the International Land Conservation Network (ILCN) and earlier this year ran a "Congress" in Santiago, Chile, for land stewards from around the world. As Jim has guided and shaped QLF for decades, I would like to think that my friend through many battles in the NGO world has also been touched by QLF. Thanks to Jim's charming wife, Jane, and her considerable influence on him, I narrowly avoided being fired by Jim on countless occasions.

Jamey French

New Hampshire
Businessman and Conservationist
Former QLF Board Chairman, U.S.

We all loved your self-deprecating humor and your occasional slightly unorthodox behavior. As I recall, you unfairly blamed any periodic faux pas on your father's Kansas roots – but that seemed a bit of a lame excuse. Do you recall the tennis game at the "white clothes only" courts at Sea Island? You were correctly attired but had forgotten about your bright plaid boxers that hung 4-5 inches below your slightly too short white shorts.

You want everyone you connect with to be happy and to be successful and also help save the world along the way.



Jamey French with Vietnamese Stewardship Exchange participants at the Northland Forest Products lumberyard, NH

(LBM) QLF has been fortunate to have had so many accomplished leaders involved with the organization. Jamey follows in the long tradition of Donal O'Brien, Cottie Davison, Obie Clifford, and Jim Levitt. He is a close friend of long standing and has been involved in both the domestic and international programs of QLF. He carried the QLF Alumni Congresses in Budapest (2006) and Barcelona (2016) on his back and helped make them the successes they were. As for my boxers, I thought they might distract opponents. And not "4-5 inches!"

Board member extraordinaire for numerous environmental and cultural organizations, locally and nationally.

John Rae

Executive Vice President
Power Corporation of Canada, Montreal

As with many of these important community organizations founded by an inspirational person, at one point I began to ask myself how would QLF successfully continue to grow without a person of Bob Bryan's dedication and sense of purpose. And then I met Larry Morris, a person of many talents, but above all a person of unassuming humanity who knew how to ensure the long-term continuity of Bob Bryan's original dream.

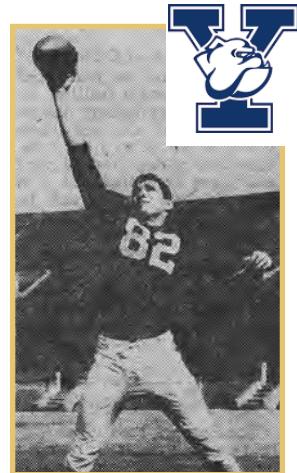
All of us who have been involved with QLF have been blessed with having the opportunity of such a relationship with Larry and will long remember the steady hand of his leadership and the qualities he brought to the task – all class all the time.

(LBM) John's insight, generosity, and loyalty play prominently in the QLF story. John's friendship with QLF's Founder and his belief in the valuable work Bob's organization was doing were responsible for the longstanding leadership support from Power Corporation of Canada. Without that, QLF would not be here today.

Ed Woodsum

Esteemed Maine Lawyer, legendary Yale football player, and eventually Yale Athletic Director. QLF Director and lifelong Bryan family friend

I continue to be impressed by how you overcame the disadvantages of a Princeton education and became the peerless leader of an organization that has done so much for so many. It is clear that the QLF mission was, to you, a passion and not just a job. Although you are too modest to admit it, you have set the bar pretty high.



(LBM) Having hired Ed at White and Case, the Bugle was a big fan despite Ed's dark blue tinge.

Dan Lufkin

Lifelong friend from high school and college of QLF's Founder and Honorary Director of QLF

You have taken the whole fabric that is QLF and woven it in creative, imaginative ways to expand the richness, color and breadth of what Bob (Bryan) originally created.



(LBM) When I think of the evolution of QLF, one of the major players behind the scenes was Dan Lufkin. He watched out for Bob Bryan. He participated in the meeting with George Taber at the Richard King Mellon Foundation, which resulted in QLF's foray into the cross-border ("share the model") work that has defined us for nearly four decades. He was instrumental in bringing in The Peter Jay Sharp Foundation to establish the Robert A. Bryan Fund and to help finance the renovation of our Ipswich Headquarters. Literally, he was everywhere! QLF is forever grateful. So am I.

Obie Clifford

16-year Chairman of QLF (U.S.)
Co-author of *The Winning Performance*

Other qualities that make Larry such an admirable leader and person are his grace, common sense (a particularly rare quality), and well-honed sense of humor. It all adds up to a remarkable empathy with all kinds of people, again a hallmark of the best leaders.

(LBM): A life role model. He died in 2017 and is deeply missed.

Bobby Liberman

New York City businessman

I met "Father Divine" (QLF Founder Bob Bryan), as I dubbed him, in 1960 when he was the spiritual leader (Chaplain) of Choate School. I start here because for me "FD" was the first connector to Larry, "the Informant". I was an early board member of QLF and as the years passed and FD could not turn the piggy bank over as frequently, I would get calls from this oh so debonair guy, the Informant, who asked if he could stop by my office and catch me up on QLF and FD. He, "of course", was not going to ask for \$\$\$ because I had "already been so generous." Upon arrival, he would quickly bond with my Princeton (graduate) daughter, who worked in my office. Was the Informant keeping me informed or was he asking for support? Hmm....

(LBM) A sounding board for the Informant, a major donor, and a trusted counsel to QLF.

Ernie Tracy

Pennsylvania
QLF Director (U.S.)

I feel that I should be hand-writing this right now. In this way, I could get back at you for all the really thoughtful things that you wrote to me -- either in a letter of solicitation or a letter of thanks -- that I was never able to read fully!!! There is someone in the world with even worse handwriting than mine!

In all seriousness, Larry, you have been such a champion for each member of the board, for each member of your staff, for (uncle) Bob (Bryan), for each volunteer, for each intern, for QLF alumni, the list goes on and on and on.

I know that you don't want to ride off into the sunset with your "gold watch," so I am thrilled that I will get to see you at our future meetings, hear your reports praising others, and perhaps even get to attempt to read your scrawl on a letter or two.

Who would have thought QLF would become this dynamic global leadership organization in worldwide conservation.

(LBM): As nephew of QLF's Founder, Ernie carries the family mantle as a distinguished member of the U. S. board. So many of you will be pleased to know that in my golden (watch) years I will be teaching an "Elements of Penmanship" course at a local community college.

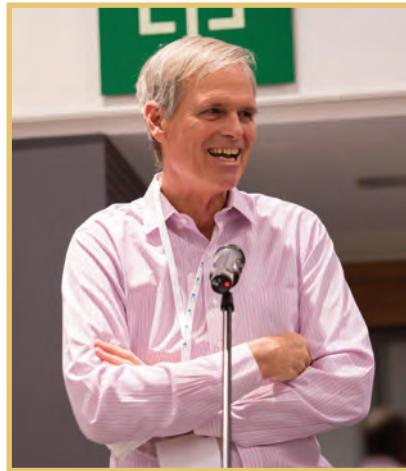
Randy Hack

Founder Capstone Capital
Honorary QLF Director and Member of QLF's
Investment Committee

I am glad you are moving into a more senior supportive role. You could never leave QLF completely behind! And we are all fortunate this is the case.

Half a century since our sophomore year at Princeton. I have seen you (and enjoyed you!) from multiple perspectives – first the personal, of course, then as a Director of QLF for 15 years. Is this esteemed conservationist the same 20 year old I remember “gatoring” in two inches of beer washing across the dance floor at the Cap and Gown Club? That Larry still had hair, of course, although anyone could see it wouldn't last long.

But the historic Larry I most enjoy remembering is the Larry who matriculated at Harvard Business School and just two weeks later dropped out to pursue a radically different path in life – that of a Cornell Ph.D. and budding conservationist. The HBS episode is a source of great amusement for your friends.



Randy at the 2016 Alumni Congress,
Barcelona

While amusing, it also says something about you that I have always admired. You had the self-knowledge to ascertain early on that the life HBS would inexorably lead you to was not the life that you wanted, not the professional life for which you could feel passion. You had the courage to leave, to reinvent yourself, and to resist the conventional expectations that the world had for you.

(LBM) A sensitive artist and talented writer lie well protected beneath that all-business exoskeleton. “Gatoring”? What might be this “gatoring”? I spent most Saturday nights as a college undergrad in the Firestone Library but not in my study carrel. No, not there. My carrel-mate, Tom Fleming, saw to it to have me locked out! Shame.

Randy is one of those who has stood the watch for me and for QLF. I cannot begin to list all the ways he has guided, critiqued, cajoled, pushed me forward, donated, wrote comprehensive planning reports, traveled the Atlantic Region, traveled overseas for QLF, and even cast a fly for Atlantic salmon at Philip Nadeau’s camp on the St. Paul’s River in Quebec. He’s done it all, and QLF is by far the better for it.

Dart Thalman, Ph.D.

Retired QLF staff member and later university faculty member who began QLF on its evolution to international conservation, what our mission statement describes as “sharing the model.”

Thanks, Larry for the wonderful memories of those early days with the Atlantic Center, for your continuing friendship, and most especially the critical support you provided early in my professional career.

(LBM) Like so many from the early days, Dart came to QLF to pursue his own passion – “developing local support for conservation” as espoused in the 1980 *World Conservation Strategy*. This chapter in the *Strategy* had the fewest readers at the time and yet became the Report’s lasting legacy. At QLF we chose it to underpin our growing international exchange efforts in environmental and stewardship awareness.

The International Program begun by Dart was carried on admirably in



Dart with Tom Horn, Norwich, VT

succeeding years by Jessica Brown, Anne-Seymour St. John, Sierra Fletcher, and most recently Brent Mitchell, who is today, one of the pre-eminent professional names advancing the cause of international land stewardship and emphasizing the importance of enlightened management of privately protected areas. As Brent stated in his letter to Leslie about me: “This isn’t a goodbye, it’s not a retirement salute, and it certainly isn’t a eulogy. It is more of a shout-out as you transition from a long-held positon and pivot to a different role. Your first “new” job in 35 years, in an organization you have molded and remolded many times.”

Alex Bielak, Ph.D.

**Ontario
Canadian Government
Scientist and Program Manager**

Unlike some folk, you seem to have been able to keep a job! It's remarkable, really, that I've known, and been affiliated with QLF for almost my entire time in Canada, now a span of over 35 years, and eight or so jobs! And what has been a constant in that relationship? Well, you, my friend. You've been that constant.

From our first meeting – in New York, if I recall, near the beginning of my tenure with the Atlantic Salmon Federation – through to our latest email a week ago, you've been the epitome of QLF, not to mention valued friend.

Roberta and I have enjoyed your annual, sometimes more-frequent, "begging letter:" so polite, and, possibly entailing worse handwriting than mine. Those personalized postscripts, among the thousands you've penned to friends and supporters over the years, rounding out the boilerplate, have done more to set QLF apart – and consolidate personal connections with the missive's recipients – than you can imagine. We've also known of the personal sacrifice, angst and jeopardy that leading QLF, and making payroll, sometimes entailed, something you've never publicly shown or shared.

We've been struck at the way you've woven the QLF family together, quietly supportive when appropriate, more often than not, grandiloquently celebrating the achievements of others, and, increasingly, mourning departed friends who contributed to the organization. Fact is, we're growing older, and as it has never been about you, now, without a shadow of a doubt, it is time it was.

You have led a remarkable crew and ever-growing family of alumni and friends, adapting to circumstances and seizing opportunities as they came along. You've gracefully seen through various difficult transitions while staying true to, and persuading others of the vision you have had of QLF as a global player. You've grown QLF from its strong roots on the eastern seaboard, retaining its essence while

making a difference in many countries.

We've been on the end of your stubborn streak too, when you stuck to your guns in insisting on presenting a proposal that matched your vision and not ours. As you know, some you win, some you lose: your, and QLFs batting average has been pretty darn good however, and your loyalty has gladly been reciprocated by many.

We greatly appreciated that you've managed to find time to visit us in our various abodes: again you opted for a stable base in New England, while we've skipped from Quebec, New Brunswick, and Nova Scotia, to Ontario. I'll forever recall a long night 20 years ago in Penniac, near Fredericton (New Brunswick), as bundled up in lawn-chairs, and watching the sky for Perseid meteors, we caught up and solved the problems of the world. The generous and thoughtful gift of an artist's print of the confluence of the Nashwaak and Tay, just north of those deckchairs, hangs in our house to this day as a reminder of that particular visit.

It's more than a decade since we watched (during the first QLF Congress in Hungary in 2006) endangered Great Bustards disporting themselves in an astonishing mating display, then later planted young oaks in Kiskunsag National Park in Hungary with Mounir Abi Said and Julie Early.

Please accept from Roberta and me our very best wishes on officially becoming an old fart, (lined out by author) er, this wonderful occasion, with the notation there is always a spot on the floor in Waterloo (Ontario), for you or, as ever, any other QLfer.

(LBM) A stalwart friend of many years, a fisheries biologist, and government resource manager, truly a gentleman and a scholar. It is the picture in my mind of nights like you describe, Alex, that sustains me to this day. When one looks back, it is always defined by the "little things", is it not? Cleverly, you have used that English accent of yours always to sound even more erudite. Alex and Roberta, you have been there at every turn in the road for QLF. On behalf of Kath Blanchard, Tom Horn, Beth, and all the rest, we are honoured (proper spelling for your enjoyment) to have you as friends.



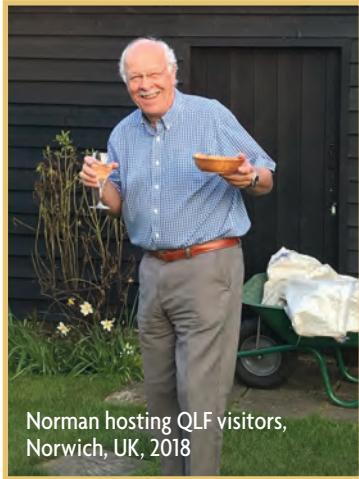
Alex Bielak, St. Jean River, Quebec,
1988

Dr. Norman Pinder

Chairman Emeritus of the International Grenfell Association (IGA), lives in Norwich, England.

As I spoke to a group at the annual meeting of the New England Grenfell Association, I kept noticing a studious interest from a member on the back row, the occasional nodding of his head – very reassuring (!) – and notes being jotted down. Who could be this interested I wondered...the media, a politician or someone perhaps resident or from those areas? My curiosity grew and as soon as the talk and questions were finished we sought each other out. Finally, I came face to face with Larry Morris! After all these years, it felt as if a bridge had been crossed.

The communications between the IGA and QLF moved quickly and it was not long before we each attended key meetings in both organisations.



His particular talent seems to be his effortless manner and ability to work with people and through people – to extract vision, to articulate strategy, to encourage dedicated teamwork and purpose and to link all these threads under a sound confident leadership. He is a “Networker” par excellence.

Since that eventful meeting in Boston, many years ago, Larry has become a close personal friend. It could not be otherwise. Larry invests as much energy in his personal relationships as he does in his professional.

(LBM) QLF and Grenfell have complementary missions and overlap through much of the same geography. Like Norman and me, I'd like to think of our organizations as good friends. My "talent" has always been to seek out and surround myself with those far wiser than I. Norman is one of those. And as a fly-fishing enthusiast and old house buff (his is 500 years old!), he is forever stuck with me. I just spent a marvelous weekend with Norman and Alex Pinder in East Anglia in April.

Amos Eno

Maine
President, Land Conservation Assistance Network (LandCAN)

...Science does not resonate with people living with environmental degradation and natural resource collapse. In today's world conservation is about adapting and modifying human behavior. To do that you have to provide a self-interest rationale that touches emotions, local economies/pocketbook dynamics, aesthetics, peer pressure interactions, and common sense problem solving. Applied science and metrics provide a poor salve for getting rural communities to adapt to conservation initiatives on a scalable basis. Environmental crisis alarms and Chicken Little wailing have also fallen rather flat. I would often tease Larry of being a disciple of "soft porn conservation" since what he was doing was the antithesis of Greenpeace or any number of larger U.S.-



based, regional and national campaigns.

It was Larry Morris who had the vision, administrative, organizational and fundraising skill sets to turn QLF into one of the world's incubators of successful community-based conservation. One of my favorite songs is the Grateful Dead's The Monkey and The Engineer. Larry is the monkey who steered QLF down the main line track. His legacy will be one of the real stories of conservation in America.

(LBM) This may be among the nicest things Amos has ever said about me. Immediately, I am suspicious. A friend since college, a person never easy to corral. Opinionated and well read, he is a good one to have in your corner in a "dust up". He got me through enough jams to warrant my encomium. Being labeled as a purveyor of "soft porn" conservation, I would like to think of that, I suppose, as a "talent". Sadly, I cannot repeat other "terms of affection" Amos has used over the years.

Ed Becker

President
Essex County Greenbelt Association
Massachusetts

It's nice to recognize one of the few people who've been at this longer than me! To my friend, colleague and elder statesman – congratulations on your transition to "Emeritus" status!

We've come a long way since our first meeting in the 1980's through Jeff Cook and the Environmental Intern Program. Of course, I can never forget that fateful lunch in Ipswich when you mentioned an opening for an Executive Director at a land trust down the road. After three decades now with Essex County Greenbelt, I am eternally grateful for your introduction to this wonderful organization!

Larry – your generosity, visionary leadership and consummate skill in engaging people have meant so much for the cause of conservation and stewardship. Whether in Boxford or distant places across the globe, you've made a significant and lasting difference for our planet and in people's lives.

I also want to thank you for introducing me to Tina, who became a valued member of our board and the Greenbelt community.

(LBM) I have watched the Becker beard go from dark to light. How I measure the passage of time, Ed, since meeting you so many years ago. Like the careers of most distinguished friends and QLF alumni, I of course take full credit for your every success. As for Tina, her respect and admiration for you goes well beyond her time on the ECBG board. Congrats on your extraordinary career in conservation and what you've meant to my own home community, county, and state and even beyond our shores (through participation in QLF's conservation stewardship exchanges). So many hold you in high regard. I have to stand in line! Damn!



Kath Blanchard, Ph.D.

President, Intervale Associates
Senior Consultant, QLF

Throughout all the early programs and the internships that followed, you carried our founder Bob Bryan's philosophy of putting trust in people, by giving opportunities to developing leaders and letting them run with their ideas. You guided QLF through growth and maturity as a conservation organization. You insisted on results—"deliverables"—not just effort. You seized opportunities and navigated numerous challenges with "street smarts" that seemed unusual for a relatively new environmental organization.



Kath Blanchard, still the best in the business.

Thank you, Larry, from the bottom of my heart, for the many great years we have worked and laughed together, for the never-ending support to me, and for what I believe will be another great adventure, together, ahead.

(LBM) Kath still works at an energy level that no one can believe. And with the same enthusiasm! In a long QLF career she rose to the position of President, QLF Canada. Today, she remains a highly regarded wildlife scientist and environmental educator in Canada and is known for her wildlife conservation work worldwide. We have been together since Cornell graduate school days. We originally stole her away from the National Audubon Society. Lucky us! My devoted friend for life.

Ken Hoffman

Now living in London, England.
A Consultant working with U.K. and EU charities interested in raising money in the U.S.

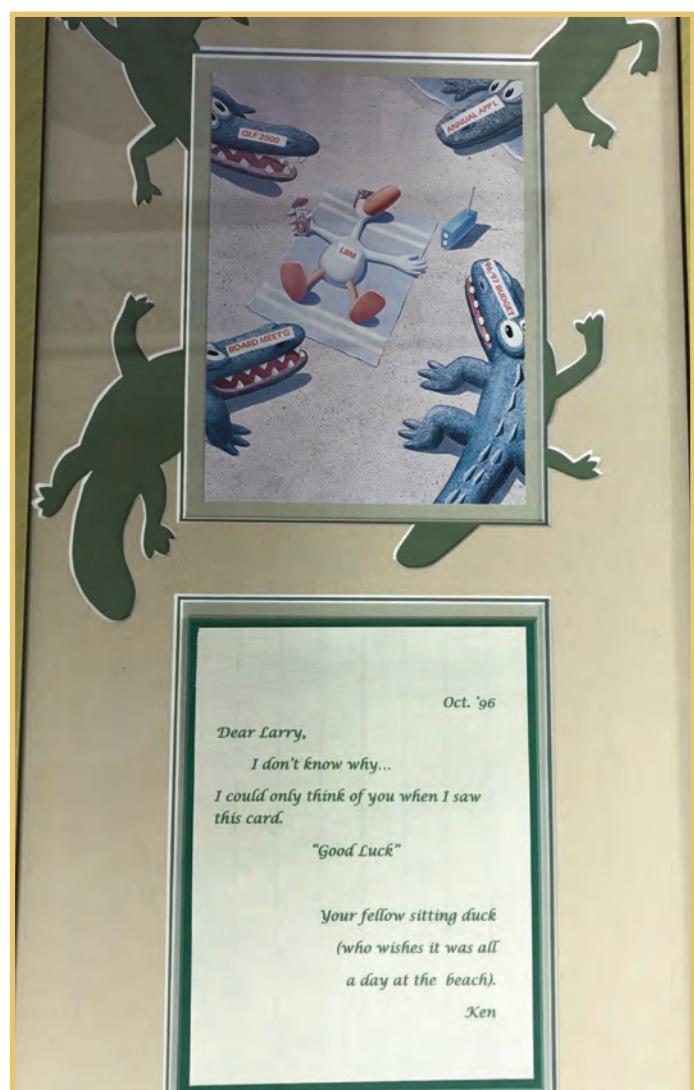
There are so many moments I remember, when I think back on 30 years of working with you. They defy organization or categorization! And yet everything sought to advance QLF, as it evolved over the years. And we laughed a lot. A few favorite vignettes:

- *The end-of-year appeals, when you would sign and postscript upwards of 600 personalized letters in the space of a few weeks. Often filling the entire back of a full-size page with script. Some of it was even legible! The agony your team felt when you wrote a full page to a \$25 donor, then a sentence to a \$1,000 donor!*
- *Our wry smiles when we received a note in a QLF return envelope – with no check – from a former donor, taking the time to tell us, in exquisite detail, how there was not enough money to make a gift “worthy” of QLF, so there was no gift at all.*
- *Writing individual letters with you, in Ipswich or at my office on Washington Street, in Boston, where I’d sit at the word processor, you’d stand behind me, and we would plug in alternate phrases: two very different minds somehow working perfectly in composing letters together.*
- *Board meetings! A myriad of details and personalities. And then repeated a week later, to cover both countries (U.S. and Canada). Encouraging the glorious illusion: “QLF runs like a Swiss watch”!*
- *Favorite phrases that we got to use, year after year, each in its appointed season: “Oh, did you need the money?” (Bob Allen, Kendall Foundation)... “the low hum of success”...and finally, “awash in cash”... (a nirvana only to be wished for).*

(LBM) No struggling NGO could have found a better “Development Counsel”. It was the perfect job title for him at QLF and, of course, entirely his invention. In Ken’s aphorisms and wonderful sense of humor are some of the career lessons I learned as QLF’s CEO. To ignore them was to do so at one’s peril.

Turning phrases like “low hum...” with such facility made them ultimately QLF hallmarks. And now you know how Leslie found the title for her book.

Then, of course, there was always “add more coal to the fire,” a constant refrain to those doing the fundraising to keep the QLF flame bright. And who could forget Ken’s “World and Ivy Record” when we accomplished something big. Or “I’ve got my best man on it.” Likewise, “I’ll show’em...I’ll do it myself!” His phrases were always used on the perfect occasion to drive home a point, like, in the last example, reminding me of the virtue of delegating.



The signs on the alligators: Budget, Board, Annual Appeal, Capital Campaign. The challenges remain the same. Art framing by Mike Waters.



Tom Horn remembering the origins of *Ocean Horizons* (marine education residential camp) on Fogo Island, Newfoundland, 1978

In speaking with friends and partners in Newfoundland at the time, we got a recommendation from Dr. Leslie Harris (then President of Memorial University) to look at Fogo Island. Dr. Harris felt the large island off the north central coast of Newfoundland would meet our needs: many remote sites possible for a camp, vibrant small communities (total population of about 5,000 at the time) to provide a dynamic setting and logistical support, and a local hospital to handle a medical situation should it arise. Sounded good to us.

So, in February 1978, we scrambled aboard the flight from Gander and away we went on the half-hour mail run to land on a frozen pond in the middle of the Island.

Other than sitting on the luggage, the flight out had other amusements. The cockpit was open to the point where through the doorway arch (no door, mind you) you could see the right arm of the pilot and the left arm of the co-pilot but nothing else. The sign over the curve of the door said "No Smoking". Guess what the pilots were doing? But, we arrived. It was just about dark, snowing lightly, and just plain cold.

Apparently, and I don't know how Larry arranged this, we were expected. There was a vintage VW bug with a key waiting for us at the side of the pond. The owner was a mystery (Note: car was loaned to us by a local teacher away on holiday). And not your average bug, mind you. It had solid oak bumpers, a few dings here and there, and a string on either side of the car leading through the triangular vent windows popular in vehicles during the BC era.



Tom Horn arriving Fogo on the mail plane.

Larry and I headed out for the Island Motel and quickly realized the value of the strings – they worked the wipers.

While one drove and pulled the left string, the passenger managed the stick shift and pulled the other string. We were a good team by the time we pulled into the motel (this is a place we got to know well but that is another story).

Heading out to "Lion's Den"(a remote site on the coast) to check on a future program site, Larry and I had put on every piece of clothing we had. But from our assorted garb, I am sure it was clear to the father – son team giving us the ride by skidoos to Lion's Den that we were neophytes to the skidoo-ing world. They were right. What one might wear on a cold day taking the dog for a walk in Massachusetts is not what one might choose to wear on a snow machine zipping along the windy coastal barrens of Newfoundland in February.

The ride itself was a bit 'knobitty' and I think our drivers put a little extra zip into the trip to provide us with a few chills and thrills. They succeeded! I recall wishing I had a facemask and another pair of gloves, but we did arrive at a site overlooking Lion's Den without mishap. The site was beautiful if you like an ice-bound ocean and everything cast in white! We looked at the frozen landscape and fields of snow for a few moments. Larry turned and said simply "Looks like as good a place as we are going to find!"

We got back on the skidoos and returned to town but not before the Gill's (family who took us) offered us a chance to try the snow machines ourselves. I remember Larry straddling his machine looking ready to dash off when he turned and quietly asked, "Ummm, how do you turn it on?"

Larry's simple, unassuming approach to people is very powerful and, at least in my mind, this attitude has infused all aspects of QLF. After 30+ years, I remain very proud and privileged to be associated with both.

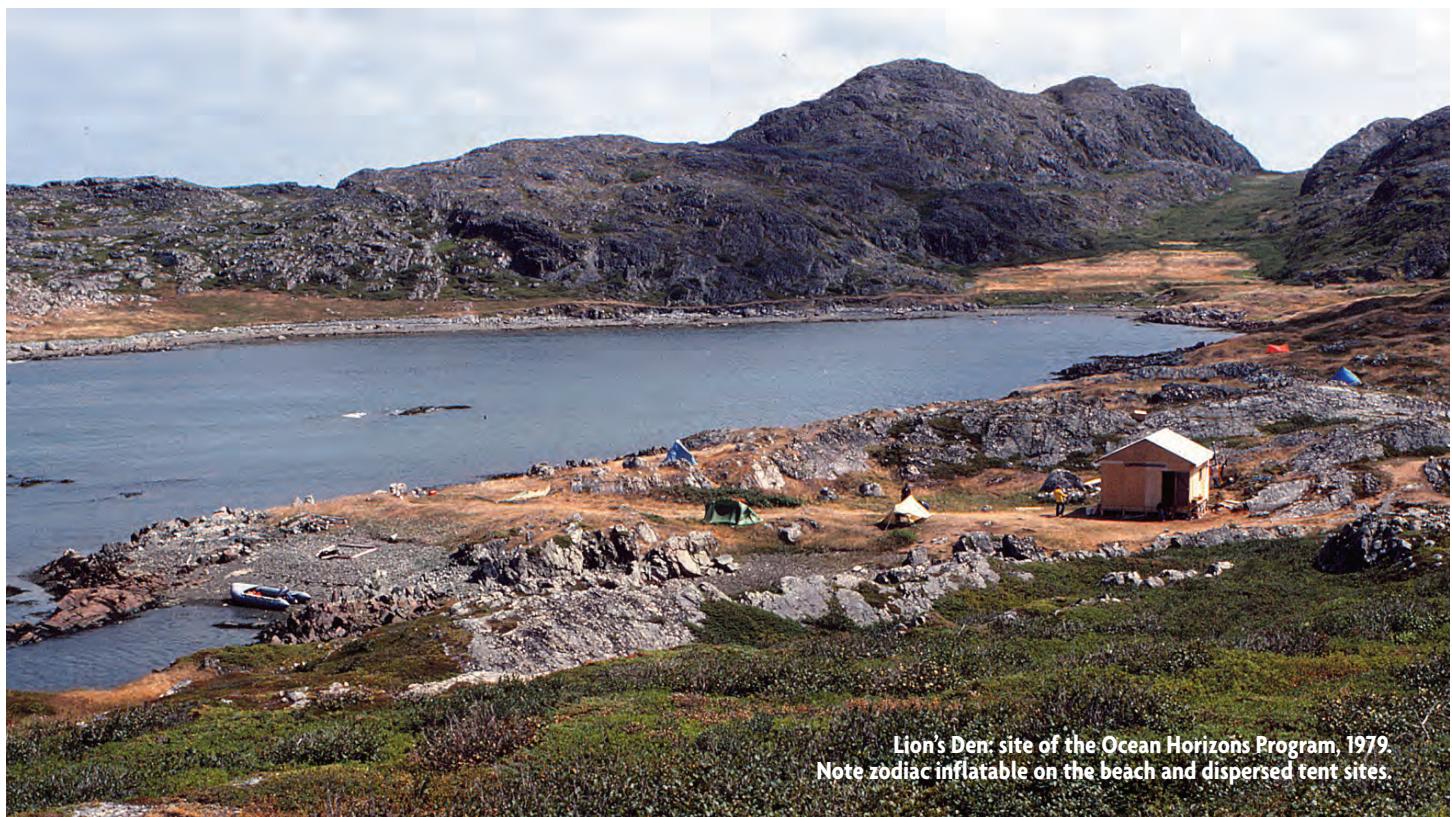
Tom Horn

Vermont

QLF's Jack of All Trades, Retired

(LBM) I also remember the date because the Great Blizzard of '78 (in New England) prevented us from getting home for days. Stuck in Halifax, then Washington, D.C.

Tom is a true QLF hero who at all costs eschewed the limelight! Tom hired many of our interns and managed countless projects. He was QLF's budget expert. His two loves – Newfoundland and Rivers. I should add a third, *Interns*. He is revered by them all.



Mike Waters

Artist and Entrepreneur

I briefly met him in Ithaca, NY, when he was a bearded Cornell grad student and I was a recent college graduate (I think he still had hair). I was immediately impressed by his worldly confidence and easy friendliness and thought that here was a guy, despite his warm demeanor, who had too much going on to relate to me.

Unexpectedly and happily though, through my friendship with Tom Horn, I came into more frequent contact with



Mike with Phil Huffman (L) and David Manski, Congress 2006

Larry at the Atlantic Center for the Environment in Ipswich: first, with a three-week stint as a participant at "Living Rivers" in New Brunswick, Canada; later a staff member of Ocean Horizons; later (and to this day) as a framer of Larry's eclectic artwork and memorabilia; then as occasional exhibit builder at QLF; and finally, as



Living Rivers, 1975. The Salars performing at Micmac Lodge. Mike Waters (R) lead air guitar, Jim Gaffney, vocals, Morris on bass.

publications designer for QLF. I found that not only was he a guy with a lot going on but he liked and appreciated others and what they were doing, including me.

Larry's embrace of life and knowledge and experiences have always inspired and bolstered my own enthusiasm and confidence. The brainstorms of ideas for exhibits and publication layouts and illustrations with him have been exercises in free-flowing creativity and fun.

I have learned through my years of contact with what is now QLF that the quality of the people who have worked there and the immensely positive things they have accomplished together are directly related to the leadership of the organization. I know the organization has had outstanding leaders from the very beginning – Tom Horn and Kath Blanchard earliest among the many – and that Larry has been the imaginative director of that thoughtful, creative, hard-working, positive, and insightful bunch.

Larry remains a very important person in my life.

(LBM) As a guy of mile wide, inch deep proportions I like to think of the "Mike Waters" among our alumni pool as QLF's true Renaissance players -- our minstrels -- who have propelled QLF to the forefront in community-based conservation. Mike's quiet knowledge of many things, continues to be a huge resource for QLF.

Alix Hopkins

Maine
Author and conservation practitioner



Alix Hopkins, 2012

I forgive you for showing up some years ago at the QLF women's (alumnae) dinner in Freeport (Maine) with QLF trinkets in hand to buy your way in because you just couldn't stay away. And then, we had to kick you out—a riot for the ages!!!

(LBM) My loving, wise, and talented 'nemesis' through the years.

Candace Cochrane, Ed.D.

Massachusetts

One with artistic abilities in writing, photography, and partying. Being from the same home town, Candy, introduced me to QLF in 1975 and has probably regretted it for four decades.

Who could have hired lions other than a Cornell wildlife grad school wonk, one who speaks "Roar" as a second language? Were those lions near-sighted or just overly eager for a snack of anyone's left leg? Could you have been so tired of my nagging that you would turn to murder? Would you try again sometime?

Well in fact, I KNOW you tried again when you got the chance to put me in the steering position of a canoe down the deadly rapids of the upper St. John River in Maine.



Candace with Levi Nochasuk, Labrador, 1980's

(LBM) Candy reports on a Botswana trip we took together in 1977 just before I began at QLF. It is where I first met Dr. Richard Van Gelder of the American Museum of Natural History, Leslie's father. Candy and I survived our Botswana and Maine adventures...barely! And many others since...also barely. Guess she is stuck with me.

Stephen Engle

Maine
Head of Community GIS

I have to take full responsibility for this situation, the root of which was referring to Larry as "GLN 1.0" (Global Leadership Network) during a few board meetings while trying to outline the role of the GLN online vis-à-vis QLF's longstanding and critical reliance on personal communications. Face time not Facebook.

However, to me and so many others, you are still the original "1.0". Hashtag or no. You have been the foundation of QLF for my entire tenure with the organization. Like a good golf score, less is more. You know what it takes to lead, push ideas, energize people, and engage strangers by doing the vital "1.0 essentials": listening; talking at just the right level; connecting to peoples' stories, families, interests, and life experiences; challenging ideas and helping them grow stronger; and all while being the consummate gentleman whom I have seen hold the door for interns and funders alike.

(LBM) Stephen can connect as a technical genius, a social media wiz, and as a trusted friend to colleagues and strangers alike. He was the perfect technology guru for QLF. When he described me as "GLN 1.0," I thought he was giving me a compliment. Now I know better!

Sylvia Metayer

CEO, Corporate Services Worldwide Segment
Sodexo
Paris, France

Larry was my first boss and I still apply daily what he taught me: when in doubt choose the most generous interpretation; meet problems early and head on; praise only when praise is due but do so wholeheartedly; criticize the mistakes and not the person; high risk/low visibility to develop people but low risk/high visibility to let their accomplishments shine....And never ever leave your office a mess when Board members are visiting the next day.



Sylvia as an intern, 1983

(LBM) Sodexo is a Euro 20B global leader in quality of life services, listed on the Paris stock exchange. I was privileged to be invited by Sylvia to London in October 2017 to participate in Sodexo's international conference on quality of life issues. She thought that QLF had much to share on such subjects as well as about training future generations of young people in sustainability.

Cathy Johnson Spengler

Minnesota
Designer and Artist



Cathy writing in her journal on the St. John River, 1979

There will always be a warm spot in my heart for you – the person who literally “had my back” as we hurtled down

the rapids of the Upper St. John River in 1979. What I haven’t forgotten is your warmth and humor and kindness...your ability to “read” people (better than the boulders in the rapids of the St. John!) and your generosity with help and support. I was lucky to have you in the stern.

You wrote an amazingly thoughtful, astute evaluation at the end of my internship – something that’s always stuck with me because it captured so much of my character. I’m struck by how much it is as true now as it was in 1979!

And you have brought me so many smiles over the years with your warm, funny little notes scrawled (almost unreadably;-) at the bottom of official QLF mailings. I’ll always be happy and proud to be your “favorite canoe partner” (and you don’t have to tell me if it’s because I was the only one you ever had ;-)

(LBM) Forever my “favorite canoeing partner”. I recall how we teamed up. Six of us were to sally forth down the St. John River in three canoes. You took me on even after learning my canoeing experience in white water. None. We showed ‘em, didn’t we? Reunion in 2019!

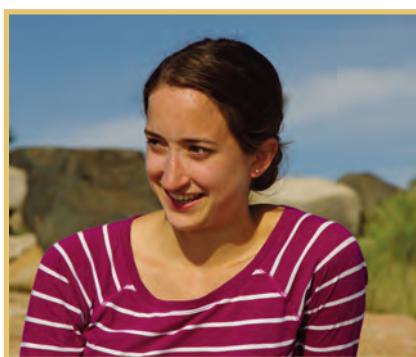
Delphine Slotten

Princeton University PICS Alumna

Often, when thinking back to my first summer with QLF in 2012 as your PICS “mentee” (can I be mentored for life?), I can’t help thinking that perhaps one thing would have made the whole experience better... If only I could have somehow been introduced to QLF much, much sooner. And then, I would have gotten at least a few more years’ worth of our laughter-inducing emails and letters, self-deprecating notes, philosophical anecdotes, and teaching moments.

I remember quite clearly, the day before leaving Ipswich for Acadia (National Park) in Maine, asking you for the answer to the question you had posed on the first day of my internship: in what season was the satellite photograph taken, the one of the eastern Mediterranean, the one hanging in Beth’s office? Military intelligence experience lacking, I asked for your expert explanation, expecting a

quick response. But, exercising your well-earned role of distinguished mentor, you called the interns into the office and had us hypothesize, confer, and defend our fact-based guesses.



Though I have since forgotten the season in which the photograph was taken (perhaps early spring?), I have not forgotten that “teaching moment”, or any other number of experiences over the course of that summer of mentorship that have made me inseparable from the PICS program and have made me wish I could be more involved with QLF and the QLF family.

(LBM) Delphine was a former Woodrow Wilson School Scholar at Princeton. Who's the mentor and who's the mentee? I'll never tell. By the way, the satellite photo told it all: Snow still on the tops of the Lebanese mountains and a green Nile delta. She saw the power of collaboration, observation, and deduction. And she still remembers her right answer! Good!

Jim Pohlman

QLF Director
Financial and operations executive
Wyeth Pharmaceuticals, Retired

It all began in April of 1971. I arrived at Bien Hoa (then South Vietnam) and was quickly transported by bus to Long Binh. I met you and things began to look up. We quickly established we were both from NYC. You were kind enough to take me under your wing and help me over the initial rough spots. Now if you could only have taught me to drive a stick shift before I got there. We progressed through our in country assignment with stops at Danang and Cam Ranh Bay, and eventually became the senior citizens of our unit.

I often wondered where you wound up, a mystery solved when my wife, Judy, was perusing the New York Times one Sunday morning in 1978 looking at wedding announcements: "Here's an interesting one," she announced and proceeded to read about a guy who had attended Taft and Princeton and served as a Classified Courier in Vietnam. "That has to be Preppy Morris!", said I.

Your friendship over many years has meant a great deal to me, and I am very happy that it has endured for so long. I look forward to it continuing for many more.



Jim Pohlman, in Jonesboro, Arkansas, for Army reunion

(LBM) You paid for it, Jim, teaching me how to put together a budget, starting in the days of the Atlantic Center for the Environment. A life-long and generous friend as well as trusted adviser.

In these last years at QLF, Jim has been one of those who has quietly assumed the leadership mantle. The challenges have been many, and he has risen to the occasion at every turn. We are fortunate to have him leading the charge.

And remember always, I have the photos of you eating Chess Pie on Crowley's Ridge and chowing down on fried catfish at Ron's Catfish Buffet in Jonesboro, Arkansas. Ron's just celebrated its 21st anniversary.

Paul Sittenfeld

Ohio
Businessman and champion of many and varied charitable causes in his hometown of Cincinnati and well beyond.

You are blessed to be able and motivated to make each person feel special and each encounter feel memorable. Those of us who are part of your world are blessed simply by that.

What an amazing organization which you have touched in endless wonderful ways. The ripple of the Larry effect is a rich and enduring legacy.



Paul is off and running, 1969

With our fond regards and the assurance I have used up all the nice adjectives I know and will resort now to shitting on you for many shared years to come.

(LBM) I attribute all Sittenfeld family success to Betsy and to Paul having discovered PEI. I look forward to receiving future Paul Sittenfeld salvos. Exemplar of Tiger Loyalty in its purest form, Paul has been our Princeton '69 inspirational leader for half a century. He is one who will always be there for his classmates and a person who has taught me more about 'being there' and perseverance than anyone else. As thoughtful as he can be acerbic.

Osama Al Nouri

BirdLife, Middle East Office
Syrian and Middle East Environmental Activist
Now lives in Amman, Jordan

As you recall, your first visit to Syria as part of QLF's Middle East Program was so special and so unplanned! A Jordanian friend in Amman, Jordan, calling me in Damascus asking if he could – the following day – accompany an American/Canadian friend for a one day trip in Syria, and if I could arrange to be their companion during the visit.

That was back in 2003, a time when American troops were invading neighboring Iraq and every American was a potential spy and every accompanying Syrian was a potential collaborator!

The day was so special for both of us! You found yourself in our capital, Damascus, which claims to be the oldest in human history....4,000 years. From the tomb of Saladin next to the Umayyad Mosque, to being among the Iranian pilgrims inside the Sayyida Ruquayya Mausoleum, was not the "secure" experience I had had in mind for an American conservationist. More important, it was the experience of two people getting to know each other so deeply so quickly.

Soon our first acquaintance expanded to a deeper relationship that brought many people and places to it. On a later trip we toured the four corners of Syria -- from the Roman city of Palmyra, to boating and birdwatching on the river Euphrates next to Assad dam not far from Raqqa, while always talking and sharing valuable experiences and views.



Osama at his office, Damascus, Syria, 2010

You became no longer just my friend but the friend of the family, to correct myself, the friend of the country.

Larry, I am proud to know you and will always appreciate having you as a great friend and brother.

(LBM) Well-spoken in several languages, thoughtful, and another of the wise ones I have been privileged to know in my time at QLF. Osama escorted me around Syria years ago. A very special time. I remember him simultaneously translating (Arabic to English) an entire play one evening in the Old City of Damascus whispering in my ear as I watched. From Osama I have learned so much. And who could forget what he did for me and QLF at the Barcelona Congress. Always will be grateful.



Andy Steele

New Hampshire
Tuck Ambassador Dartmouth College



Andy and Annabelle Steele visit Vero Beach, FL

Larry's humility is only exceeded by his networking skills...at Taft, Princeton, in the Army, Cornell, and QLF. He has recruited wonderful colleagues over the years, but he has been the glue.

(LBM) Andy has been the quintessential "ambassador" throughout a distinguished career at the Tuck School of Business Administration at Dartmouth College. Any networking skills I possess I learned from him.

Mounir Abi Said, Ph.D.

Beirut, Lebanon
Wildlife Conservation/Education

What you have done at QLF is very challenging. It should be carried out by governments and countries. What you have done is much greater, by bringing people together, introducing them to each other, breaking all barriers -- this wall of fear, of unacceptance, of inferiority – and instead driving for peace, and environmental awareness worldwide.

I am remembering the great time we had when you visited Lebanon for the first time. The "YALLA Tour," where I promised you that we would travel to all of Lebanon in three days. We went to the mountains with snow, enjoyed the glorious cedars in the Shouf Reserve, hiked Mt. Lebanon. We swam in the Mediterranean Sea, and all on the same day! We even visited the Bequa'a Valley and the ancient ruins of Baalbeck.



With King, a striped hyena at *Animal Encounter*, Beirut, Lebanon

You, Larry, entered our home and our hearts. You accompanied me to the vegetable market to buy fruits and veggies for the animals at Animal Encounter (Mounir's wildlife rehabilitation and education facility) packing them in the old Land Rover.

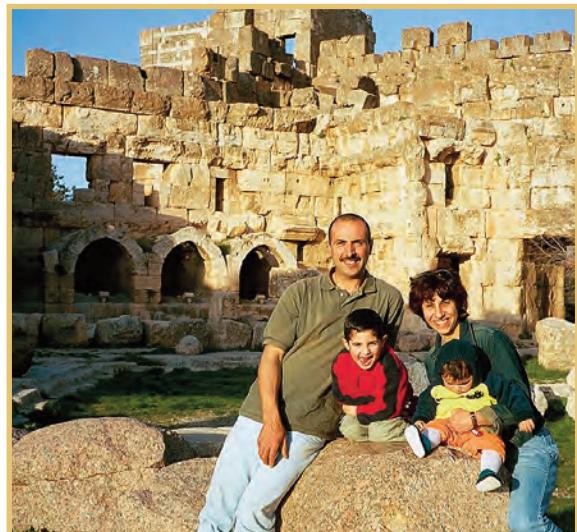
A highlight was when you stood next to me during my Ph.D. graduation from the University of Kent.

You are a role model throughout those years: through all your program missions -- from conservation, to engaging youth in nature and environment. You applied "think globally and act locally" and took it further and beyond.



Mounir's (University of Kent) graduation ceremony at Canterbury Cathedral, 2007

(LBM) One of the many inspirational leaders who are (thankfully) gaining prominence in every country in the Middle East. Watch for QLF Alumna Alix Hopkins' book on this subject. Lebanon needs Mounir and his wife, Diana. Together they are framing a brighter future for their country. Thank you, Mounir, for introducing me to your wonderful family – including parents and sister – and to your beautiful country. I have treasured our hours together – from Beirut, to Canterbury, to Cyprus, to the Shouf, and elsewhere. My contribution was to get you to tolerate English food long enough to receive your degree. (I am one, of course, who thrives on British cuisine.)



Mounir, Diana and the boys, Lebanon, 2002

Wil Maheia

Environmentalist, politician and visionary leader.
Punta Gorda, Belize

The Maya Mountain Marine Corridor is one of the only places in this hemisphere where a jaguar can trek from the mountains to the beach in basically an unbroken corridor, green and turquoise blue. It is a million acre reserve that stretches from the Maya Mountains in the middle of the country of Belize to the Sapodilla Cayes, a World Heritage Site, on the Belize barrier reef. The Corridor has been in the making for many years and by 2010 most of the protected areas had been established.

Before continuing the story, how do Larry and I connect? I first met Larry and QLF in the mid-1990s through TIDE, a Belize environmental NGO.

Larry fell in love with TIDE's vision and environmental efforts in southern Belize. TIDE and QLF soon became a team. Through technical experts at QLF, TIDE was introduced to the term "conservation easement" and was one of the first organizations in the country to hold one.

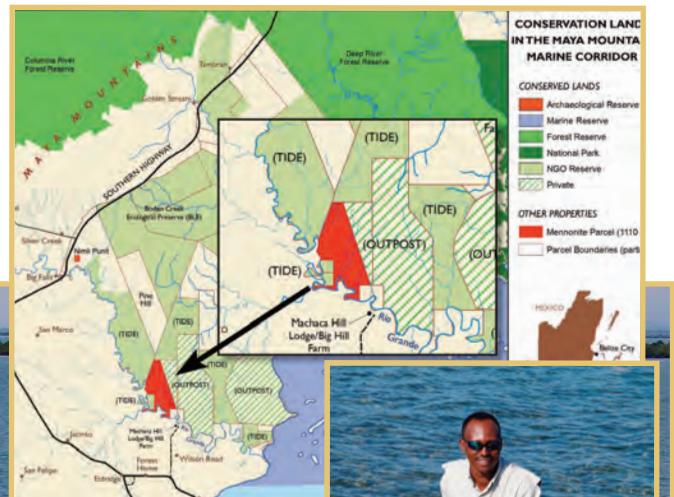
Now back to the Corridor. We needed a remaining 1100 acre parcel to make the Maya Mountain Corridor whole.



Larry asked if I could take him up to see the land involved and you know he didn't have to ask me twice. As we approached our destination on the Rio Grande River, a tarpon jumped out of the water as if to give Larry a wave hello. Larry was sold on obtaining the land and set out through friends to acquire and protect it. He looked at me and said, "don't worry, together we will make it happen." And we did! Larry remained dedicated in achieving this goal; he was having fun making things happen.

When he makes his mind up, no one is going to stop him. Larry, I'll have a cold beer and fishing rods ready for your next trip to Belize.

(LBM) Another of those amazing people I have had the privilege and pleasure to know and call a friend. A bit of a rascal, a bit of a rogue, he makes things happen. And others follow. Probably why I like him so much. Wil is a doer in every sense.



George Boggs
Attorney, Washington, D.C.

For those who have known you since you went to QLF, they have seen the true qualities of character that have been there all along. You have always been extremely competent and conscientious in whatever role you have had. But, perhaps more important, you have always cared more for others than yourself. With your characteristic self-deprecating humor, you can lighten anyone's mood, and resolve disputes with ease.

In 1975, you graciously agreed to serve as an usher in my wedding in Charlottesville, Virginia, and it is rumored that



you led the group to throw me in the pool at the reception, cutaway and all, followed by all the ushers joining me. See the picture of everyone dripping wet and toasting the camera. You are the one with the beard and hair. I later was forced to purchase all four cutaways which had shrunk beyond repair.

While I have enjoyed my career in law, I have always envied you and your work, not only because you pursue it with such enthusiasm but also because you can be satisfied that you are doing "good" in the world. Too few of us can say that.

All the best from your old roommate.

(LBM) Together through high school and college. George knows I have the goods on him. You want stories? I've got GTB stories! And I did not lead the pool group!

I recall hearing that a number of my college classmates spoke among themselves as I began at QLF. The gist of what they said: "We have no idea what he is doing, but he likes it and, therefore, we have to support him until he figures out what he's going to do when he grows up!" That has lasted 43 years.

George, you were among those who kept me going. Thank you for supporting my dreams over the last four decades.



Intern Nick Gates, Conche, Newfoundland, 2014

The Strength of Family

(LBM) I conclude this section by acknowledging the one person who, if given a choice, would never allow her name to be in lights. Yet, she has had more to do with the QLF story these last forty-odd years than just about anyone else.

Tina is the bedrock of the Morris family, is the go-to by every member of the crew – from kids, to dogs and donkeys, to this *Emeritus* fellow. Always the Morris family voice of reason. Has saved me, mostly from myself, on countless occasions.

number one, if unofficial, student.

Daughters Alix and Whitney have served as QLF Interns. So has Mike and soon to be daughter-in-law Katherine Marshall. Alix has attended two QLF “Alumni Congresses” (Budapest and Barcelona) so far. Michael and Katherine, participated in the 2016 Barcelona Congress and even did an exploratory trip for QLF to Belize in advance of our *Ridge to Reef Tour* to enlist support for the Maya Mountain Corridor.

I want to thank Tina and all Morris family members for what they have contributed in every respect to the success of QLF. It is a blessing to any parent when members of the family can actually answer the



A postcard day on top of Signal Hill, overlooking the Narrows, St. John's, Newfoundland, 1994

After our wedding in June of 1978, we flew to Newfoundland, arriving in snow in St. John's. Yup, snow in June! That was her real introduction to QLF. She returned a few weeks later (after attending Sandy and Sandra Winans' wedding back in Bedford, NY) to Fogo Island, where she dug post holes through rocky beach scrabble for structural footings for the soon to be “headquarters” for *Ocean Horizons*. Four decades later she has traveled the entire Atlantic Region and was even hired years ago by the Newfoundland and Labrador Government to promote travel opportunities among U.S. conservation-minded NGO's.

Her being able to join me slowed as the family grew and her teaching career flourished. That never stopped her from editing my writing, trying her best to reduce the numbers of split infinitives, dangling modifiers, and rampaging reference errors. I have always been her

question: “What does your husband/dad do?” They really do know! Love them all.

I share a few of their comments (obscuring identification slightly to respect their wish for light anonymity). Also, included are my long-suffering Morris siblings. Hugs to all.

(MM) Growing up, I never really understood what you did for a living. I knew that it was a non-profit, I knew it had something to do with Canada, and I knew that it had something to do with nature. But most of all, I knew you were passionate about what you did, and you worked as hard as you could at doing it.

I look around at my friends now, and I see them struggle finding something they are passionate about and sometimes settle instead for careers that are simple and safe. I am so grateful I had you to look up to, and I was always taught to think hard about what I love to do, and to never settle on something out of fear or insecurity.

(AM) You like to joke that you have a one-line resume. But that line carries a lifetime of significance not just for you, but for your entire family.

(CMR) Among all the life lessons you have instilled in us, the one that resonates the most with me is the importance of "Umor" (humor minus the H, because your H's are always silent). You taught us not to take life too seriously (unless 60 Minutes is on). Always laugh with others, not at others; be confident enough to laugh at your own mistakes; make light of awkward situations; call out that elephant in the room so no one else has to. Or, if you caused that elephant in the room, run away and hide until everyone has cooled off.

Your ability to bring a group of people together from all walks of life, breaking language barriers, cultural differences, and varying opinions is beyond inspiring. Your job is dependent on this ability and you make it look easy.

(SR) I remember the first time I came to the farm to go birding, at the time still a "work friend" of Casey's. I had not yet been upgraded to the status of "special friend." I remember seeing you in "chicken pants" (farm clothes) and some sort of Australian bush hat and I thought to myself, "I like this guy already!"

(You possess) the gift of gab, but the most sincere type. You

know how to talk to everyone on their level, listening carefully to them, and extracting their interests from the conversation.

Fast forward to now...this week I went out with Mass Wildlife (state agency) and banded and attached nanotags to shorebirds, basically a dream come true for me. And really, an event that would not have been possible without you calling colleagues and putting in a good word for me.

(WM) By taking us on your work trips (even when we were projecting major adolescent 'tude from the back seat of the suburban); giving us our first jobs; and inviting us to as many QLF events as you could, you helped us see the impact of your work firsthand and showed us the importance of setting the same bar for ourselves.

Your excitement, energy and enthusiasm for exploring was contagious and even if we had to pretend that we weren't interested so as not to ruin our reputation, your passion and dedication to others inspired us all.

(KM) While you work around the world with QLF is undeniably impressive and deserving of recognition, to me what you should be most proud of is the work you did right on the farm, in raising four inspiring children who embody and share your passion and love of life.

(AK and MC) Years passed in our hometown of Darien, Connecticut. The gang grew up and dispersed, but Larry returned, just before Cornell. Our neighborhood "frog pond" became his first ecological preservation project. If frogs could smile... we considered this a hint of the great things to come from this committed ecologist and educator.



Front quad through the Lincoln Gates, Lincoln College, Oxford

Leslie Van Gelder

Editor, *The Low Hum of Success*

(LBM) Part of the Morris family as well as QLF's. Written at her home in Glenorchy, New Zealand (which QLF Board Chairman, Clare McMorris; Norman and Alex Pinder; and Andy and Annabelle Steele have all visited in the last year).

Thank you for remembering two of the most important people in my life – my father (Richard Van Gelder) and Kevin Sharpe (late husband) – and for remembering them as I do. I have always loved that the genesis story of our friendship goes back to Africa both for your meeting with my father and for me meeting with QLF alumna Liza (Carter) and Tom (Horn) that set me on my QLF path. There are very few people in my life who ever met my father (Dr. Richard Van Gelder, one time Curator of Mammals at the American Museum of Natural History), and I have always been so appreciative that there is someone else who remembers the best of him the way I do. The “Bwana”, in all his glory...cigarette in hand, narrating a pair of lions mating as if he were the voiceover on a National Geographic special, and later telling the behind the scenes stories of the cast of characters that made up the conservation movement of the late 20th century and the American Museum world in the same era.

His gift, and yours, too, is being able to hold both the grief and equally the sense of continual wonder for what is still possible in this world all in a philosophy about one's life work that says, “go ahead, really love what you do and do what you love.”

Though you only met Kevin a few years before his death, you were one of the few people who instantly ‘got’ him. You were one of those rare people who saw him and you did something for him that no one else did. When he was in possibly the worst period of the cancer and he was just holding on to his sense of self, you came to Oxford (Harris Manchester College where Kevin was affiliated) and spoke to him as if he were his full self. He talked about the day we went (Kevin in wheelchair) to the “Head of the River” (a local pub) for lunch for a long time afterwards.

When I was young, I assumed I was going to meet a lot of people in my lifetime who would share the same values about ‘what matters’. The older I've gotten the more I feel there are only a small handful of speakers

from the old country (wherever that is) where people still take the time to show up for each other, write the long letters by hand, care deeply for other people's happiness, and most importantly notice the small things. It's always in the small things that the world is writ large. You and I always seem to know that.

In you, I've always had another native speaker of that old language of the world. To have someone who has given me the opportunities to flourish at what I care about has been an extraordinary gift. My QLF projects have always been the best ones of my life – when I was 16 (and a QLF high school volunteer) that was living in a tent at Green Point (Gros Morne National Park, Newfoundland) teaching journal writing and playing capture the flag with kids from Lobster Cove Head, whose parents poached moose from the national park to survive; then when I was 46 it was bearing witness to your fascination with *Game of Thrones* (you really read all five of the Martin books?) and doing what I could to help insure that QLF would be here for another century doing the work it has always needed to do. You've let me be a strategist at the level where you and I both like to play, and as an oral historian of QLF's history, a mentor and a trusted confidante of the team going into the future.

To maintain that environment for the artists and minstrels and storytellers of the earth in order for them to flourish and do their work in the face of a world where each bean is counted and counter-counted until the piles of beans in the world take away the easy places for the playfulness that give people places for hope to flourish -- that is the most difficult job anyone can take on. But you have, and you've held that space for a very long time, and there are those who appreciate the toll it took and also know that you wouldn't have done anything different. Too much was at stake. It has all mattered.

It has all made a difference. Not perhaps always in the way intended but I think in keeping a place for hopefulness and possibility. Few have had the strength to be able to hold that space in the way that you have. For the most, that work has been unsung and you've just had to know it was the right thing to do to keep doing it. But some of us noticed and you gave us enough time to get the hang of it, so we too will keep that place of hopefulness alive for a long time to come. You have taught me more in those moments than you

realize and if I loved and respected you beforehand, it was even more so after when you trusted us to do what we've always done, and will and would do again, to care for the big picture and to care for the spirits and hearts of everyone who do the hard work of caring for everyone else. As I said to you then, and will no doubt say again, it is no less than you would have done for any of us.

Over the last few years, one of the things that's been a piece of life learning has been to appreciate the impermanence of things. It seems that circumstances in life come and go. Offices that were once inhabited get sold, the battles of today become wry memories in the future as something new appears on the horizon to change the story, the challenges which consumed us in the moment become the footnotes of history, but what matters, truly matters, isn't impermanent at all. It is simply to have tried. To have shown up, to have given it all you've had, to have owned the parts that didn't work and to give everyone else credit for what did, and as you've said before, to be able to look in the mirror in the morning and be able to laugh and appreciate that the person looking back at you is still here and still cares.

(LBM) FINAL COMMENT

I have loosely bookended this lengthy section, "Voices," through the thoughtful insights of Leslie Van Gelder and Greig Cranna. The two are gifted writers and storytellers, like so many of you. Leslie and Greig know where QLF's secrets are buried – they understand the organization's roots and are totally invested in its aspirations. In a way, they have glimpsed QLF's soul and are our Boswellian standard bearers. I entrust to them the task of providing an unvarnished review of a small but very special NGO – one that has, I am convinced, made a difference in addressing Obie Clifford's "two problems" that face our planet.

No doubt, I caught the passion, as did others, from QLF's Founder. I only hope I have done my part to steward his magic so that future generations of QLFer's will carry it on. After all, there is a little "QLF" in all of us, isn't there?

I close with a passage from one of my favorite books growing up, Holling C. Holling's *Paddle to the Sea*. It is the story of a foot-long, carved wooden canoe and its many adventures while taking the long journey from a melting spring snowbank north of the Great Lakes, down the mighty St. Lawrence River, to wind up eventually being picked up by a French fishing boat plying the waters of Newfoundland's Grand Banks. As a metaphor, Paddle's journey works for me at a far deeper level:

The boy looked at Paddle, lashed by fish line, above his bunk. Wave and wind had worn him smooth and there was little of his second coat of paint left. But he still smiled and the boy liked his smile. It made Paddle look as though he had seen many things and understood them all.

Like Paddle, with little of my second coat of paint left, I have been blessed to have traveled afar and to have seen many things. I have met incredible people along the way, many of whom are reflected in these pages and who have been instrumental -- like those helping Paddle -- in keeping QLF's and my personal journey going.

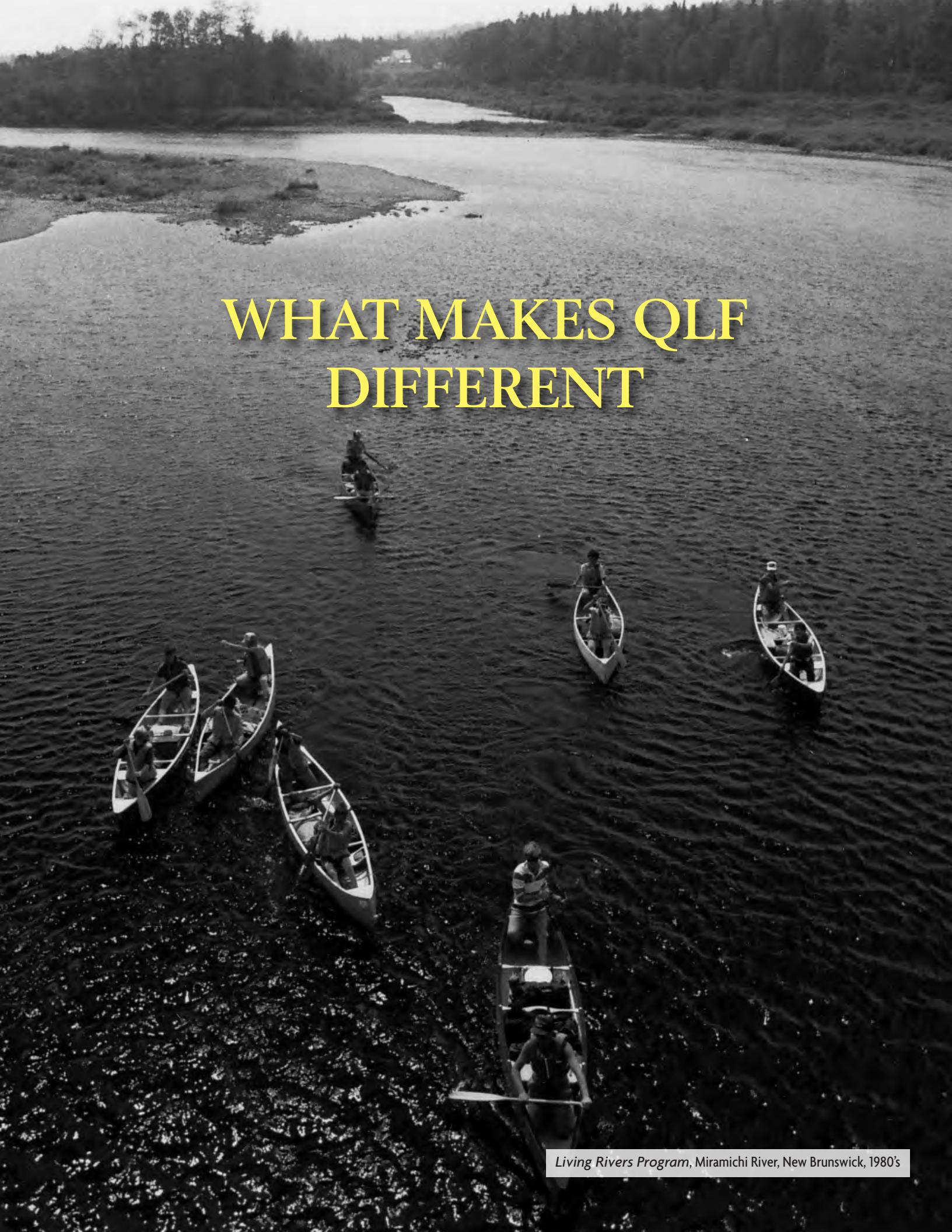
Unlike Paddle, I do not pretend to understand for a moment the meaning of it all. That will be a good project for a next chapter...and maybe even one after that.

To those reading this *Low Hum* rejoinder I hope you have enjoyed learning a bit more about QLF and some of those who comprise it. The rest of the story. My thinking about how to serve the organization in my "next chapter" is to continue on this tack: giving you observations and telling you stories that touch on history, dispel myth, address questions, foster conversation and discussion about not just where QLF has been but much more importantly where it is going under Beth Alling's command.

QLF is a unique place with much to offer. Please support Beth and her marvelous team. We are lucky to have them leading the charge.

Once again, thank you all!





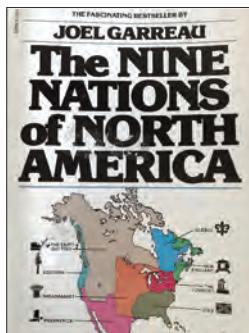
WHAT MAKES QLF DIFFERENT

Living Rivers Program, Miramichi River, New Brunswick, 1980's

QLF AND BIOGEOGRAPHY

QLF's roots are in the **ATLANTIC REGION**, roughly consisting of New England, the Canadian Maritimes, Atlantic Canada, and a sliver of Quebec. Our rationale was based upon our interpretation of Joel Garreau's (1981) book, *The Nine Nations of North America*.

As an NGO, QLF is able to work across political boundaries when government agencies cannot. That saves money and time while often being more effective in tackling complicated transboundary environmental problems.



By example, QLF can focus on the entirety of a watershed, say the St. John River (Maine, Quebec, and New Brunswick), or help protect wildlife migration corridors that transit continents. QLF's model of working across borders is one of our hallmarks and has been responsible for our being invited to share our Atlantic Region and our operational methodologies with others in regions around the world.

What we tell the Interns heading out on assignment, sometimes to far-off destinations, sounds simple: know the region you serve in every way -- historically, culturally, environmentally. Then build your "conservation" strategy to address what you think are its critical problems which must be informed by local

knowledge. Community involvement (or lack of it) will ultimately bring success or failure to your strategy.

As a "come from away" (CFA) NGO, our interns must be professionally humble as well as good listeners. They are typically eager learners. In short, they are perfect ambassadors for our cross-border work.



INTERNS: QLF'S ENVIRONMENTAL CHANGE AGENTS



I always enjoyed taking full credit for the remarkable accomplishments of our interns -- drafting in their success and trying to make them think it was QLF's doing! In reality, all we did was believe in these young and energized idealists. We give them opportunity and let them loose on the world. (And then keep in close touch with the growing network afterwards).



QLF AS A "LEADERSHIP" ORGANIZATION

Candidly, I have always felt uncomfortable discussing this subject. In my opinion, it is not for QLF to judge who is and who is not a leader, but to try instead to encourage everyone to step forward, or using a *Living Rivers* metaphor, to swim upstream on occasion, and to do the necessary, sometimes unpopular, things that then help to shape this world into a place better than it was. I think if we respect individuals -- each and

every one -- and try to give them the tools, confidence, and inspiration with which to carry forth, then that's QLF's contribution in the "leadership business." That simple philosophy has worked for us.

WHAT IS QLF... REALLY?



The real question should be: WHO is QLF? Answer: A group of people who are brought together to do things to further "The Earth's Agenda." That is, to say, doing things that get people to advance environmental awareness with smiles on their faces, and in doing so to treat each other with greater respect and understanding. Everybody benefits and in turn so does the planet we leave for future generations.



QLF'S SECRET WEAPON: COMMUNITY-BASED CONSERVATION

The army of young artists, writers, musicians, and environmentalists with a lust for travel and adventure and a glass half full attitude, they are QLF's practitioners.

To this day, some might think us a strange lot. The "minstrels" -- with trappings of science. Always with

suitcase packed. The management challenge for me was always how does one herd the cats? These talented folks are the essence of QLF -- our crown jewels. QLF's survival required exacting fiscal discipline ... all



of us learning to live within a budget. And as their boss with none of their amazing talents, that was a sometimes fun, sometimes frustrating challenge. Our job -- managers and artists alike -- was to make it all work. And in so doing that became QLF's lasting legacy in the 'hearts and minds' business in which we have been engaged.

Quoting Michael Wright, co-editor of the 1994 book, *Natural Connections: Perspectives in Community-based Conservation*,

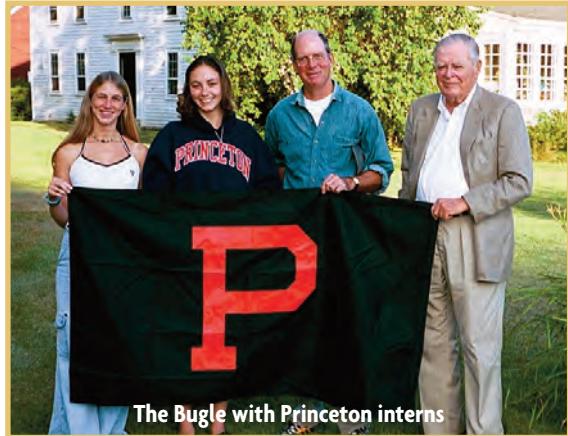
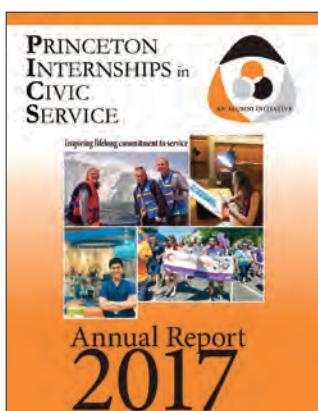
Q *LF/Atlantic Center for the Environment was a leader in community conservation before any of the rest of us even knew the term.*



NOTES ON INTERNS AT QLF

QLF exists in part to offer experiential learning opportunities to young persons. They are known to us as "Interns." Interns are the perfect vehicle to represent a "come from away" (CFA) organization working in rural communities in North American and overseas. Without interns, we simply could not achieve our goals.

Foundations, high schools, universities, and even individuals have sponsored internships at QLF over the decades. None has been more critical to our success than my alma mater, Princeton University, through a program called *The Princeton Internships in Civic Service* (PICS), begun by my 1969 classmates. Forged in the activist years of late 1960's, the Class of '69 has become the social/environmental conscience of the university. Thanks to PICS, QLF became one of the early NGO vehicles used to promote the concept of civic engagement among the undergraduate body.



QUEBEC-LABRADOR FOUNDATION, Quebec, Canada

"My alumni partner, Larry Morris, could not have been better. He visited me twice in Canada during my internship; once in New Brunswick and once in Montreal. Both times he took the group out to dinner. Beyond that nice gesture, he reinforced Quebec-Labrador Foundation's mission, reinforced his faith and trust in our work, and told us incredible stories about QLF's history. Larry was in contact all summer via email, and I really loved his support and friendliness, it made me feel at home in the organization."

—Intern Emily Erdos '19 with Alumni Partner Larry Morris '69



At Reversing Falls, Saint John, New Brunswick

Provided courtesy of Princeton Internships in Civic Service (PICS)

DONORS

LAWRENCE B. MORRIS LEADERSHIP FUND

QLF wishes to thank all those who have participated in establishing this Fund. Larry has asked that familiar names be used to recognize the special relationship so many donors have with him and QLF. Future QLF publications will continue to list names more formally.

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A TRIBUTE TO PRINCETON '69 CLASSMATES

As a personal note to the many Princeton '69 classmates listed here as *Morris Fund* donors, you can see that I have used my undergraduate major ("Road Trips") to great advantage during a long QLF career. Thank you all for your generous support.

A heartfelt salute to the recently departed **Philo Elmer**, who acquainted me with the green side of Princeton 30 years ago. His legacy includes (besides paddling with John McPhee on Maine's Allagash River, immortalized in McPhee's *The Survival of the Bark Canoe*), the dozens of tiger interns who have served the QLF cause with distinction. Philo and QLF alumnus, **Andy Brown**, brought to reality the idea of Princeton undergraduates serving as QLF interns.



Thacher and Lloyd Brown's daughter, Quincy, is a QLF Alumna; Jim Gaffney was on the staff of QLF's first *Living Rivers Program*; George Boggs (R), see his letter on page 33.



Nancy Burroughs is a QLF Alumna from the 1960's. Rick has helped QLF's Sounds Conservancy Program over the years.



Jay and Stephanie Wilson have hosted QLF dinners in Florida.



The Wild Bunch, Germany, 1972
Jay Noyes, Cornell '69, joins the Tiger Duo of Lamade and Morris



Chris Kitto, at Sapporo (Japan) Olympics, 1972.
Rick and Chris hosted two of us (on R&R) from Vietnam that year.



Hal and May Hoeland's son Jimmy is a QLF Alumnus. Photo from Vero Beach '69 class dinner hosted by Randy and Mary Hack



Arnie Holtberg '70 (L) is a QLF Alumnus.
Dick Boenning models for Beau Ties of VT (a QLF sponsor).

IN MEMORIAM

THREE WHO STOOD THE WATCH

*Friends who devoted their time and hearts
to furthering the impact of QLF.*



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1932 – 2018

Chairman of the Board
1997 – 2012



L. Ralph Boynton, Jr.
1947 – 2018





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