



# EFCG

Environmental Financial  
Consulting Group

## 30<sup>th</sup> Annual EFCG CEO Conference

For Architecture, Engineering, and Construction (A/E/C) Firms

October 28 - 30, 2019

### Event Overview

#### Dates & Times:

Monday, October 28<sup>th</sup>: 10:00 am – 8:00 pm ET

Tuesday, October 29<sup>th</sup>: 8:00 am – 7:30 pm ET

Wednesday, October 30<sup>th</sup>: 8:00 am – 4:00 pm ET

#### Locations:

Monday Day Events: Harvard Club of New York City, 35 W 44<sup>th</sup> Street, New York

Monday Cocktail & Dinner Reception: New York Yacht Club, 37 W 44<sup>th</sup> Street, New York

Tuesday and Wednesday Day Events: Convene, 730 Third Avenue, New York (between 45<sup>th</sup> & 46<sup>th</sup> St)

Tuesday Hors d'oeuvres & Cocktail Reception: Sea Grill, Rockefeller Plaza, 19 W 49<sup>th</sup> Street, New York

*Spouses and partners are welcome to join us for both evening receptions!*

#### Photography & Press:

Photography from the event may be displayed on our website and in marketing materials. If you would prefer not to be included within this, please let us know.

Press will *\*only\** be present during the *Industry Overview Presentation (Oct 29, 8:35 am – 10:05 am)*.

Press will **not** be allowed to attend any other portions of the conference, so attendees and presenters may comfortably share their ideas and questions in a confidential forum.

#### Attire:

Monday: Business attire (Jacket & tie for men, comparable for women)

Tuesday and Wednesday: Business casual

### CEO Conference Sponsors & Partners:



## Monday, October 28, 2019

(**Location:** All Day Events at Harvard Club of New York City, 35 W 44<sup>th</sup> Street, New York)

- 10:00 am – 10:05 am **Welcoming Address to the 30<sup>th</sup> Annual CEO Conference**  
**Presenters:** Joan Zofnass, Dir. of Conferences, EFCG and Dimitri Milionis, Vice President, EFCG
- 10:05 am – 11:30 am **International Forum**  
These panel discussions will cover topics most relevant to today’s international A/E/C Industry, including the impact of the increasingly global nature of this industry, how policy impacts business across geographies, and how seeing your firm as a “global” versus “international” firm changes its overall strategy, business partnerships, and even ethical standards.  
**Moderators:** Andreas Georgoulas, Director of International, EFCG and Julie Hasiba, Managing Partner, EFCG  
**Panelists:**  
Brice Bouffard, Director, Fugro  
Wayne Peel, CEO, Engenium  
Jesper Dalsgaard, MD, Env. & Health, Ramboll  
David Stanton, Pres, Util. & Fed., Suez  
Gregory Dungan, Managing Partner, HHCP  
Pierre Verzat, CEO, Systra  
Nicholas Jachiet, CEO, EGIS
- 11:35 am – 12:35 pm **Lunch**
- 12:40 pm – 2:20 pm **Sponsor Workshops**  
12:40 pm – 1:10 pm: **American Reprographics Corporation:** The Paperless Office Myth  
1:15 pm – 1:45 pm: **BST Global:** Going Digital: 4 Trends and Strategies for the A&E Industry  
1:50 pm – 2:20 pm: **Bentley Systems:** Are Digital Twins the Strategic Pivot for Your Business?
- 2:20 pm – 2:30 pm **Break**
- 2:30 pm – 3:50 pm **The Talent Dilemma**  
This presentation and roundtable discussion will explore the different stages of the “talent lifecycle” from talent acquisition to alumni relations, tackling challenges firms face throughout the cycle. We will also bring in insights from EFCG’s CHRO Conference to express some of the common themes and perspectives shared by CHROs in the industry.  
**Moderator:** Julie Hasiba, Managing Partner, EFCG and Kelly Reed, Managing Director, Lockton  
**Panelists:**  
Leo Argiris, COO, Americas, Arup  
Vicky Keramida, CEO & Founder, Keramida  
Michael Carragher, CEO, VHB  
Lisa Larabee, CEO, Harris & Associates  
Brian Coltharp, CEO, Freese & Nichols  
Steve Whitehead, Pres, Vanir Const. Mgmt
- 3:50 pm – 5:00 pm **Diversity & Inclusion: What Can Break Our Bias?**  
**Keynote Speaker:** Dr. David Rock, Director, NeuroLeadership Institute & Best-Selling Author  
Better understand and explore what it means to accept, label, and mitigate against bias. Through the lens of neuroscience, this keynote session will outline why and how breaking bias matters.
- 5:15 pm – 8:00 pm **Cocktail & Dinner Reception at the New York Yacht Club (37 W 44<sup>th</sup> Street, New York)**

## Tuesday, October 29, 2019

(Location: All Day Events at Convene, 730 Third Avenue between 45<sup>th</sup> & 46<sup>th</sup> Streets, New York)

- 8:00 am – 8:30 am      **Continuing the Conversation over Breakfast**  
Enjoy catching up with colleagues on topics discussed during yesterday’s sessions
- 8:30 am – 8:35 am      **Welcoming Address to the 30<sup>th</sup> Annual CEO Conference**  
**Presenters:** Paul Zofnass, Chairman, EFCG and Rebecca Zofnass, Managing Partner, EFCG
- 8:35 am – 10:05 am    **Industry Overview & Survey Results**  
This overview will share the results of the 2019 CEO Survey and what they reveal about A/E/C industry performance metrics.  
**Presenter:** Rebecca Zofnass, Managing Partner, EFCG
- 10:05 am – 10:20 am    **Break**
- 10:20 am – 11:40 pm    **CEO Challenges & Responses: How CEOs Survived Make-or-Break Moments**  
Panelists will discuss some of the key challenges they’ve faced in their CEO role, how they overcame them, and biggest lessons learned.  
**Sponsor:** BST Global  
**Moderator:** Jessica Barclay, Managing Partner, EFCG  
**Panelists:**  
Dan Batrack, CEO, Tetra Tech                                  Tom O’Grady, President, HNTB  
Keryn James, CEO, ERM    George Pierson, Fmr CEO/Exec. CHM, Kleinfelder  
Hisham Mahmoud, CEO, Golder
- 11:40 am – 12:00 pm    **EFCG 2019 CEO of the Year Award Presentation**  
**Presenter:** Jessica Barclay, Managing Partner, EFCG
- 12:00 pm – 1:00 pm     **Lunch**

*The agenda for Tuesday afternoon and Wednesday continues on the next page*

## Tuesday, October 29, 2019 (Continued)

(Location: All Day Events at Convene, 730 Third Avenue between 45<sup>th</sup> & 46<sup>th</sup> Streets, New York)

1:15 pm – 2:25 pm

### Breakout Sessions

**Breakout Session A: Negotiations:** The 9 Field-Tested, No-Fail Strategies to Help You Succeed

**Keynote Speaker:** Isaac Betancourt, Success Coach, Black Swan Group

**Breakout Session B: Operating in China:** Success as a Business or Partner in China

**Keynote Speakers:** Ma Lie, Managing Partner, Greenment Environment and Chris Hazen, Director, Greenment, Inc.

#### Panelists:

Kevin McMahon, Senior Advisor, EFCG

Gregs Thomopoulos, Senior Advisor, EFCG

**Breakout Session C: The Great Debate:** Should A/E/C Firms Become Technology Firms

**Moderator:** Marcus Quigley, Technology Practice Lead, EFCG

#### Panelists:

Noah Eckhouse, SVP, Bentley Systems

Jeff Peacock, CEO, Parametrix

Donna Huey, Dir., Technology, ATKINS

Bob Uhler, Senior Advisor, EFCG

Bret Moffett, CEO, POWER Engineers

**Breakout Session D: Succession Planning:** Getting the Transition Right

**Moderator:** Julie Hasiba, Managing Partner, EFCG

#### Panelists:

Raj Arora, CEO, Jensen Hughes

Perry Hand, Chairman, Volkert

Angela DePaoli, Pres. & Founder, Bargas Env.

Matt Ryan, CEO, S&ME

Lamar Hamilton, Author & Advisor

2:25 pm – 2:40 pm

### Break

2:40 pm – 4:10 pm

### M&A and Valuations

This panel will explore key trends and multiples in M&A and address some of the most pressing questions and concerns from the audience.

**Moderator:** Chip Elitzer, Director of M&A, EFCG

#### Panelists:

John Dionisio, Vice Chairman, GIS

Terry Neimeyer, Chairman, KCI

Alex Hockman, Pres., Infra., NV5

Jim Stamatis, CEO, Louis Berger a WSP Co.

Eric Keen, CEO, HDR

Chris Vincze, Chairman & CEO, TRC

Bjorn Morisbak, SVP, Stantec

4:10 pm – 5:00 pm

### Motivating Your Leadership Team

**Keynote Speaker:** Amy Edmondson, Novartis Professor of Leadership and Management and Author, Harvard Business School

5:30 pm – 7:30 pm

**Hors d'oeuvres & Cocktail Reception at Sea Grill, Rockefeller Plaza** (19 W 49<sup>th</sup> St, New York)

## Wednesday, October 30, 2019

(Location: All Day Events at Convene, 730 Third Avenue between 45<sup>th</sup> & 46<sup>th</sup> Streets, New York)

- 8:00 am – 8:30 am **Continuing the Conversation over Breakfast**  
Enjoy catching up with colleagues on topics discussed during sessions over the last two days
- 8:30 am – 8:35 am **Welcome Back!**  
**Presenter:** Jessica Barclay, Managing Partner, EFCG
- 8:35 am – 9:45 am **Lessons Learned from the CEO and CHRO Perspective**  
**Keynote Speakers:** Steve Demetriou and Shelie Gustafson, CEO and CHRO, Jacobs
- 9:45 am – 10:45 am **Roundtable Problem-Solving Discussions: Solving for the Complex Issues Leaders Face**  
During these roundtable discussions, attendees will work through some of the most difficult issues leaders are confronted with and brainstorm solutions.  
**Sponsor:** American Reprographics Corporation  
**Moderator:** Daniel Sosnay, M&A Senior Associate, EFCG
- 10:45 am – 11:00 am **Break**
- 11:00 am – 12:00 pm **Preparing for a Recession: Learning from Historic Trends and Preparing for the Next Downturn**  
During this panel, EFCG will present its analysis on historic trends in the A/E/C industry and how to best prepare for what lies ahead. We will then hear from firms that were successful through past recessions to see how they put theory into practice.  
**Presenter:** Andreas Georgoulas, Director of International, EFCG  
**Panelists:**  
Raj Arora, CEO, Jensen Hughes  
Gary Dejidas, CEO, GAI  
Chris Leichtweis, CEO, North Wind  
Gerry Salontai, Senior Advisor, EFCG
- 12:00 pm – 1:00 pm **Lunch**
- 1:15 pm – 2:45 pm **Sustainability Forum**  
With ever-growing internal and external pressures for a more sustainable approach to A/E/C work, this panel will address those pressures and how they impact your firm.  
**Presenters:** Spiro Pollalis, Director, Zofnass Program at Harvard  
**Panelists:**  
Rick Cotton, Exec. Dir., Port Authority of NY/NJ  
Anthony Kane, CEO, Institute for Sust. Infra. (ISI)  
Mike Johnson, SVP, Infra., Kiewit  
Ryan Prime, Dir, Environmental, Skanska  
Tim Wall, CEO, CDM Smith  
Bret Moffett, CEO, Power Engineers  
Lytle Trout, Pres., East US Grp., Wood E&I  
Maria Lehman, VP, NY Infra, Parsons Corp.
- 2:45 pm – 2:50 pm **Closing Remarks**  
**Presenter:** Julie Hasiba, Managing Partner, EFCG
- 2:50 pm – 3:00 pm **Break**
- 3:00 pm – 4:00 pm **Optional Afternoon Workshops**

## Sponsor Workshop Descriptions – Monday, October 28, 2019

### Sponsor Workshop: American Reprographics Corporation

#### Part II – The Paperless Office Myth “The Case Studies and Results”

To follow up on last year’s Paperless Office Myth introduction, ARC will present the results from two Top 25 ENR firms. These companies have chosen to implement a modern print and document management system to lower costs and increase efficiency across their organizations. ARC will show real world, actual steps taken and their P&L impact as well as the IT operations. We’ll explore the steps taken to implement these strategies and how quickly the results materialized.

**Presenter:** Ted Buscaglia, American Reprographics Corporation

### Sponsor Workshop: BST Global

#### Going Digital: 4 Trends and Strategies for the A&E Industry

Not sure how to adopt a digital first business strategy? Join BST Global’s Sponsor Workshop where Executive Vice President, Javier Baldor breaks down four strategies your A/E/C firm can implement to embrace the digital movement.

**Presenters:** Neil Holmes, Director, Global Sales & Jennifer Sorensen, Regional Director, N.A., BST

### Sponsor Workshop: Bentley Systems

#### Are Digital Twins the Strategic Pivot for Your Business?

From drafting to CAD to BIM and now digital twins, technology has changed the A/E/C industry in the past 40 years. Has your business model changed with it? Or is technology just a line item in an IT budget which is a cost of doing business? What if you could turn that spend into a strategic investment?

Bentley executives will share key trends observed in our industry and provide examples of A/E/C firms who have gone digital. In doing this, they have diversified their revenues, changed the tenor of the relationship with clients and found new ways to evolve from a T&M business.

**Presenter:** Noah Eckhouse, SVP, Project Delivery, Bentley Systems

## Breakout Session Descriptions – Tuesday, October 29, 2019

### Breakout Session A

#### **Negotiations:** The Nine Field-Tested, No-Fail Strategies to Help You Succeed

This breakout session will feature Isaac Betancourt's unique look at 9 specific strategies for a successful negotiation based on Chris Voss's book *Never Split the Difference*.

**Keynote Speaker:** Isaac Betancourt, Success Coach, Black Swan Group

### Breakout Session B

#### **Operating in China:** Success as a Business or Partner in China

China is a large, complex market and Chinese A/E/C firms have now begun to invest in the US. What are the ingredients of a successful China business and how do they differ from other successful global businesses? What do Chinese firms want from global partnerships? During this session, China's top partner-owned environmental consulting firm will explore these questions and share the experiences of other firms that have operated in China over the last 20 years.

**Keynote Speakers:** Ma Lie, Managing Partner, Greenment Environment and Chris Hazen, Director, Greenment, Inc.

#### **Respondent:**

Kevin McMahon, Senior Advisor, EFCG

Gregs Thomopoulos, Senior Advisor, EFCG

### Breakout Session C

#### **The Great Debate:** Should A/E/C Firms Become Technology Firms

This breakout session will address the epic debate of whether A/E/C firms should strive to be technology firms. Panelists will come ready to defend their point of view and audience members are encouraged to share their perspective. This session will explore the disruptive technologies impacting the industry today and how to use them to your firm's advantage. EFCG will also present a new technology framework to drive food for thought.

**Moderator:** Marcus Quigley, Technology Practice Lead, EFCG

#### **Panelists:**

Noah Eckhouse, SVP, Bentley Systems

Jeff Peacock, CEO, Parametrix

Donna Huey, Dir., Technology, ATKINS

Bob Uhler, Senior Advisor, EFCG

Bret Moffett, CEO, POWER Engineers

### Breakout Session D

#### **Succession Planning:** Getting the Transition Right

This breakout session will dive into how and when firms identify, assess, and prepare candidates for leadership roles, keeping the different ownership models in mind.

**Moderator:** Julie Hasiba, Managing Partner, EFCG

#### **Panelists:**

Raj Arora, CEO, Jensen Hughes

Perry Hand, Chairman, Volkert

Angela DePaoli, Pres. & Founder, Bargas Env.

Matt Ryan, CEO, S&ME

Lamar Hamilton, Author & Advisor

## Optional Afternoon Workshop Descriptions – Wednesday, October 30, 2019

### Optional Afternoon Workshop A

#### **Continuing the Conversation on Sustainability**

This workshop will be an opportunity to dive deeper into critical sustainability topics.

**Presenter:** Andreas Georgoulas, Director of International, EFCG

### Optional Afternoon Workshop B

#### **Change Management and Leadership Excellence**

Realistically, what are the leadership cards that, as CEO, you have in the deck, which pathways should you select, why and when? This highly-participative leadership excellence session will examine the driving forces of change, the alternative behaviors, options and consequences. Leave with a broadened perspective!

**Presenter:** Ted Lower, Senior Advisor, EFCG



## Keynote Speaker Biographies – Monday, October 28, 2019



**Dr. David Rock** coined the term ‘Neuroleadership’ and is the Director of the NeuroLeadership Institute, a global initiative bringing neuroscientists and leadership experts together to build a new science for leadership development. With operations in 24 countries, the Institute also helps large organizations operationalize brain research to develop better leaders and managers.

David co-edits the NeuroLeadership Journal and heads up an annual global summit. He has authored many of the central academic papers that have defined the NeuroLeadership field, and presents this research at prestigious leadership conferences around the world each year. In 2015, he presented at the White House as part of a thought leader series hosted by the Office of Personnel Management.

David is the author of the business best seller *Your Brain at Work* (Harper Business, 2009), as well as *Quiet Leadership* (Harper Collins, 2006), and the textbook *Coaching with the Brain in Mind* (Wiley & Sons, 2009). He blogs for the Harvard Business Review, Fortune Magazine, Psychology Today, and the Huffington Post. He is quoted widely in the media about leadership, organizational effectiveness, and the brain.

Academically, David is on the faculty and advisory board of CIMBA, an international business school based in Europe, and is a guest lecturer at many universities including Oxford University’s Said Business School. He is on the board of the Blue School, an initiative in New York City, building a new approach to education. He received his professional doctorate in the Neuroscience of Leadership from Middlesex University in 2010.

## Keynote Speaker Biographies – Tuesday, October 29, 2019



**Isaac Betancourt** is an 82nd Airborne Division Gulf war veteran and retired Arlington County Police Officer, where he served as a hostage negotiator for over 20 years. Isaac assisted the FBI in training new negotiators in Quantico where he would play the role of the hostage taker to analyze trainees’ responses to crisis. Isaac also assisted DEA by working undercover, was an instructor at the Northern Virginia Police Academy and coached a little league team of underprivileged youth, while in the community policing section.

Isaac was one of the first responders to assist during the attack at the Pentagon during 9-11. Among many other achievements, Isaac was the first to develop a class at the Police Academy, aimed at First Responders on how to negotiate during difficult situations.

Isaac grew up in Puerto Rico and he’s fluent in Spanish. He loves sailing, motorcycling and enjoys playing the trumpet with local bands.

## Keynote Speaker Biographies – Tuesday, October 29, 2019



**Ma Lie** is the Managing Partner for Greenment Environment in Shanghai, China; has twenty years practical experience in the environmental technology and services business, with extensive experience in the development, direction and management of large scale and multi-site environmental liability audits. This includes large environmental due diligence audits and follow-up programs for mergers and acquisitions. Mr. Ma also has wide-ranging experience in environmental impact assessment in the mining, oil and gas and chemicals industry and the implementation of integrated EHS management systems in companies with high EHS risks. Mr. Ma has been directly involved in over two hundred environmental auditing and consulting projects for multinational companies and governments, including Ford, GM, GE, 3M, Intel, Dell, IBM, Vishay, Ingersoll Rand, BP, BASF, Solutia, Johnson & Johnson, Unilever, Corning, TRW, ITT, Pfizer, JP Morgan, Saint Gobain, Syngenta, the Client, Alcan, CNOOC, CVRD, BHP Billiton, L’Oreal, Tyco, Rhodia, Valeo, Umicore, Conoco Phillips, Shanghai Chemical Industry Park, Shanghai Waigaoqiao Free Trade zone, etc.



**Christopher Hazen** is the Director of Greenment, Inc., the US business unit of Greenment Environment. Mr. Hazen has been growing global businesses since 1996, when he established the Shanghai office of international consulting firm ERM. Mr. Hazen led consulting projects worldwide for WSP and ERM for 16 years, from 1996 to 2012, completing projects for dozens of Fortune 500 manufacturers and brands in over 50 countries. During this period, Chris also originated or led direct investment and acquisitions in the US, China, and Australia, started up new offices in the US, China, Taiwan and Hong Kong, and drove business results from global strategic partnerships. From 2012 to 2017, Mr. Hazen worked for ORIX Corporation, a Tokyo-based non-bank financial services group, leading their worldwide investment in the contract energy services industry.



**Amy C. Edmondson** is the Novartis Professor of Leadership and Management at the Harvard Business School, a chair established to support the study of human interactions that lead to the creation of successful enterprises that contribute to the betterment of society.

Edmondson has been recognized by the biannual *Thinkers50* global ranking of management thinkers in 2011, 2013, 2015 and 2017 and was honored with the Talent Award in 2017. She studies teaming, psychological safety, and leadership, and her articles have been published in numerous academic and management outlets, including *Administrative Science Quarterly*, *Academy of Management Journal*, *Harvard Business Review* and *California Management Review*. Her books – *Teaming: How organizations learn, innovate and compete in the knowledge economy* (Jossey-Bass, 2012), *Teaming to Innovate* (Jossey-Bass, 2013) and *Extreme Teaming* (Emerald, 2017) – explore teamwork in dynamic organizational environments. In *Building the future: Big teaming for audacious innovation* (Berrett-Koehler, 2016), she examines the challenges and opportunities of teaming across industries to build smart cities. Her new book, *The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation and Growth* (Wiley, 2018), offers a practical guide for organizations who are serious about success in the modern economy.

Before her academic career, she was Director of Research at Pecos River Learning Centers, where she worked on transformational change in large companies. In the early 1980s, she worked as Chief Engineer for architect/inventor Buckminster Fuller, and her book *A Fuller Explanation: The Synergetic Geometry of R. Buckminster Fuller* (Birkauer Boston, 1987) clarifies Fuller's mathematical contributions for a non-technical audience. Edmondson received her PhD in Organizational Behavior, AM in psychology, and AB in engineering and design from Harvard University.

## Keynote Speaker Biographies – Wednesday, October 30, 2019



**Shelie Gustafson** is Jacob's Chief Human Resources Officer, where she is responsible for aligning and delivering on people strategies that will advance Jacobs' business. She is passionate about maximizing business success through people and fostering a unique and inclusive culture to attract the world's best talent—those who are inspired and committed to solving our clients' greatest challenges.

Shelie joined Jacobs with the acquisition of CH2M by Jacobs Engineering in December 2017. Shelie joined CH2M in 2007 as the Human Resources (HR) director for the former Operations & Maintenance Business Group. In 2009, she served as HR strategic director for a number of businesses, and in 2011, Shelie was appointed vice president, global HR delivery overseeing HR delivery in North and South America, Asia Pacific, Middle East/India and Europe. Shelie was named the Chief Human Resources Office at CH2M in January 2016.

Previously, Shelie held a variety of roles in the technology, financial services and oil and gas business sectors. She has lived and worked in Europe and specializes in transformation efforts as well as organizational effectiveness.

Shelie holds a bachelor's degree in business from Regis University and a master's degree in communications from the University of Colorado. She also holds the designation of senior professional in human resources (SPHR) and global professional in human resources (GPHR) from the Human Resource Certification Institute.



**Steve Demetriou** joined Jacobs as CEO in August 2015 and the following year was appointed Chair of the Board of Directors. Steve has steered a profound reshaping of Jacobs' business portfolio, operations and culture. Under his leadership, the firm has accelerated profitable growth and transformed into the leading, next-generation solutions provider.

In addition to the Jacobs leadership experience, Steve's broad international business perspectives are the product of more than 35 years in leadership and senior management roles across a broad range of industries, including Specialty Chemicals, Metals and Mining. In addition to serving on Jacobs' Board, Steve also serves on the boards for FirstEnergy Corp and the U.S. Chamber of Commerce. He is also a Board member and the U.S. Co-Chair of the U.S.-Saudi Arabian Business Council and a Member of the Business Roundtable.



**Rick Cotton** became Executive Director of The Port Authority of New York and New Jersey on August 14, 2017. Prior to joining the Port Authority, since January 2015, Mr. Cotton served as Governor Cuomo's Special Counsellor for Interagency Initiatives, serving as the point person within the Governor's office for most of the Governor's major downstate infrastructure priorities including LaGuardia and JFK Airports, the Moynihan Train Hall and Penn-Farley Complex, the new Tappan Zee

Bridge, the expansion of the Javits Center, and the MTA's Second Avenue Subway project. Mr. Cotton joined the administration following 25 years at NBC Universal, where he held a number of positions beginning in 1989, including 20 years as EVP and General Counsel and four years in London as President and Managing Director of CNBC Europe. He also served as Executive Secretary to the Department at the U.S. Department of Health, Education and Welfare under Secretary Joseph A. Califano, Jr. and Special Assistant for Renewable Energy to Deputy Secretary of Energy John Sawhill at the U.S. Department of Energy. Mr. Cotton received an A.B. from Harvard College and a J.D. from Yale Law School, and served as a law clerk to Justice William J. Brennan, Jr. on the U.S. Supreme Court.