

Remembrances of Dr. Michael Crew



**Founding Director – Center for Research in Regulated Industries
and CRRD Distinguished Professor of Regulatory Economics**

RUTGERS

Rutgers Business School
Newark and New Brunswick

Linda Brennan, CRRl's former Assistant Director

When I first started working at the Center, it was as a summer job between my freshman and sophomore years at neighboring NJIT. I got the job because my mother was working as a secretary for Michael. After the summer, I ended up staying on as a part-time position throughout my remaining years at NJIT. The only catch was that my mother's position was part-time too and, since I felt that she really needed to move on to a full-time job, I kind of took her place at the Center. Michael liked to say that I was a very tough person because I fired my own mother!

Wayne B. Hallard, formerly of Verizon

Michael was a good friend and I continued to email him on and off since my retirement. When I heard he was retiring, I sent him my usual advice that "When you're retired, every day is Saturday" to which he responded "Oh no, that's the day I have to mow the lawn." I suspect that he and Paul Kleindorfer are now back together planning some new economic studies (Heaven surely is very well regulated).

Tim Brennan, University of Maryland – Baltimore County

A huge hole for sure. I'd have a quite different career, and maybe not much of one, without the opportunities and support he provided. Thanks again.

Isabelle Carslake, Frontier Economics

We were very sad to hear about his sudden death. I was a student when I took part of the first Rutgers conference in Rugby (UK) and met a joyful Professor Michael. The postal community has lost a dear colleague and his close family, a husband/ father and grandfather.

Bill Kovacic, The George Washington University

This is a terrible sadness. I am heartsick. Michael wrote brilliantly. He created networks that joined the worlds of theory and practice. He formed journals that boosted our understanding of economic regulation. He generously encouraged other academics, especially those who were junior in their careers.

Most of all, he was a wonderful friend. I owe him an enormous debt, and I will seek in the rest of my days to repay the debt by emulated him in my own life.

Ian Streule and Andrew Daly, Analysys Mason

We shall remember the academic friendliness with which Michael invited us into CRRRI's events in Europe and his familial community of postal regulation. Ian and Andrew

Ricardo Kalil Moraes, Ministry of Finance, Brazil

Professor Crew death was unexpected and brought sadness to all. I met him just once. Besides his qualities as a great economist, researcher and leader, the little contact we have I realized how friendly and sympathetic he was. You and his family have my sincere sympathy. I am certain that Prof. Crew history is still running in another stage. Probably, he is enjoying Prof. Kleindorfer good company right now. Tasting some wine, telling good jokes and discussing economics.

John Hearn, formerly ComReg

As you know I've been officially retired for the last four years but I've still kept contact with many former colleagues on postal issues. Michael was a great personal friend as well an academic colleague. While he could at times be difficult to work with, he was usually right! One time will tell how much we truly owe to Michael. May he rest in peace.

Anne-Marie Cuneo, Public Utilities Commission of Nevada

I'm so sorry to hear about Michael's passing. I'm just heartbroken. Please know that I am keeping you, and him, in my thoughts.

Thanks and take care,

Sheldon Switzer, Baltimore Gas and Electric

Michael and CRRRI have been such an important part of my working career as it is the one thing of late that has giving me intellectual stimulation and a sense of contributing. We were extremely lucky to have known Michael.

James Alleman, University of Colorado

I have known Michael since the early 80s; he was a serious scholar and researcher, but more than that, he had a marvelous personality – a delight to be around. He will be deeply missed.

Keith Collins, California Independent System Operators

We were very saddened to hear of the loss of Michael. He brought a spark and a passion to those he came in contact with.

Darryl Biggar, Australian Competition & Consumer Commission

Michael's passing was a shock. I feel that we have lost some of the true greats of regulation (Kahn, Kleindorfer, and Crew) in the last few years. Michael, in particular, will leave a large hole.

Bob Kelly, SouthWest Water Company

Michael's passing was tragic. I will miss him, and not just for his abiding interest in water issues.

Neil Lessem, Brattle Group

Michael was an incredibly warm outgoing person, who always created an inclusive community. I have only known him for a few years, but he was always amazing at reaching out and making you feel welcome and valued. I will miss having late night drinks with him, enjoying his easy company and great sense of humour.

Beverly Brereton, ISO New England

I am very surprised to learn of Michael Crew's passing. As a student of regulatory economics and an academic product of Paul Kleindorfer, I must acknowledge that Paul was the individual who introduced me to Michael Crew in 1997 when Michael visited Paul in Philadelphia. I have admired the commitment of both individuals to the field of regulatory economics. With Paul's passing, I wondered whether Michael would continue to be just as energetic about the research activities in the field of regulatory economics. Michael has accomplished that feat despite his waning energy in recent years.

To Michael's family as well as his Rutgers family, I offer my sincere condolences and my heartfelt thanks of appreciation for Michael's friendship and contributions to the field of regulatory economics. May Michael's family be comforted during their time of grief.

Ivan Brick, Rutgers Business School

I have known Michael Crew for 38 years and he was always a straight shooter. He was steadfast in his principles. There were times that he and I were in the opposite sides of a fence on issues. But I learned quickly to respect his wisdom since usually I found that he was correct and I was wrong. I, too will miss Michael. It was a total shock to learn of his death and I cannot believe that he will no longer come into my office during lunch time and talk about politics, school and life, in general.

Benjamin Melamed, Rutgers Business School

RBS owes Michael a double debt of gratitude: for being a staunch supporter of academic integrity and for being a fearless fighter for faculty governance. He will be sorely missed.

Thomas Lyon, University of Michigan

I am very sorry to hear that we have lost Michael. He built the JRE into an influential journal, and his blunt, honest sense of humor will be sorely missed. As Michael would always say after dinner at one of his conferences, "I have been prevailed upon to re-open the bar." I hope the bar in heaven is playing his favorite tunes right now. All the best, Tom

Raminder Kahlon, California Public Utilities Commission

Michael leaves behind many fond memories for me. His inquisitive nature and thirst for knowledge, about all things, are traits I wish I had. I always welcomed a phone call from Michael, or better yet, a visit from Michael because I knew it would be an enjoyable interaction and that I would be intellectually challenged. Michael was kind enough to include me as a co-author on papers, though he did the heavy lifting.

When any of us leave this earth, we only leave behind memories for the people in our lives. Michael will be remembered and missed by many for years to come.

Sherrill Shaffer, University of Wyoming

Although I never had the opportunity to meet Michael Crew in person, I worked with him for nearly 15 years on the JRE editorial team and, through frequent emails and occasional phone calls, felt that I had gotten to know him fairly well in that capacity. He also had editorial responsibility for several papers that I published in the JRE over the years, most recently just a few months ago. Michael always struck me as a gentleman and a scholar, eminently sensible, conscientious, and unfailingly considerate. He treated authors fairly and, I am confident, treated all of his colleagues equally so. It is true of him that he left the world a better place than he found it and, while he will be sorely missed, it is a tribute to him that his example has equipped and inspired others to carry on in the work in which he was engaged. He was someone I wished could have been in my own department.

Peter Zweifel, University of Zurich

My sincere condolences go to Hilary and Michael's family.

It was in 1983 when I met Michael, following the suggestion by Beat Blankart (who had just edited a volume on regulation with a contribution by him). After lunch at the Faculty Club, he could not resist the temptation to consult the Social Science Citation Index, at the time a huge volume located at the center of the entrance hall. Was he shocked to see that this little bit from Switzerland, with a piece on health insurance in the lowly *Geneva Papers on Risk and Insurance*, had as many citations as his article in the *American Economic Review*, on health insurance as a remedy for the rationing effect of the monopoly wielded by medical associations!

Needless to say that this shock did not undermine our later friendship. My thoughts will be with you all. With my very best wishes, Peter

V. Ranganathan, Indian Institute of Management Bangalore

I have known Michael for quite a while, ever since he was introduced to me by Paul Kleindorfer who was, in many ways, the intellectual elder brother of Michael. Together they were the founders of Regulatory Economics.

Instantaneously we developed a liking and closeness for each other. He invited me to present a paper on the Postal sector in India. Upon his invitation, I started to work on the paper and understand the sector as it was having restructuring in the world, and as it was in India. I must mention that that conference took place in the state of Pennsylvania and Michael took me with him from Philadelphia. Basically Michael was a good man, a candid friend and a fine person. I will miss him. May his soul rest in peace.

Rosa Oppenheim, Rutgers Business School

He truly inspired us all, in his unique way. Michael and I were next door neighbors in Ackerson Hall for many years, and I knew him as both kind and sometimes cantankerous, brilliant and sometimes surprisingly naive. While we agreed on many of the important things (politics, religion), we sometimes disagreed on day-to-day matters that only seemed important at the time. And whether we disagreed or not, he always acted in defense of what he felt was best for RBS. At one time during my years in administration, he called me to unleash the kind of attack he usually reserved for deans - I calmly told him that he had no reason to speak to me that way and hung up. Moments later he called back to apologize, warmly reminding me of our shared history. It was a peak moment for both of us. I will miss him. rosa

Wesley W. Wilson, University of Oregon

Someone notified me soon after it happened, and I have been reeling a bit since then. We just talked a month ago on a journal related matter. I will indeed miss him and the various conversations we have had.

I have known Michael over the last 25 years. I met him at one of the workshops, and over the years, I have attended and brought students along, who he befriended and they also became friends e.g., David Hunger, Michael Thacker and others. Through the years, he has been a tremendous supporter and mentor. I sought his advice on both professional matters e.g., Economic Inquiry Editorship as well as personal matters. On the latter, I was involved in a very sticky issue about 17 years ago, and Michael was “there” as he and I talked many times to see my way through it. More recently, he invited me to the board for JREG with an eye towards naming me an associate editor sometime late this year, and, he had aspirations of finding a way to integrate me more into the Center/Journal in a larger way. I had very much looked forward to all of it. I very much like the integration of academia, business, and regulators.

Agustin J. Ros, NERA Economic Consulting

I was deeply saddened to hear the news of Michael’s passing. I considered Michael a colleague, a mentor and a friend and I will miss him very much. Michael’s enormous legacy as an academic and as an expert on regulatory economics cannot be measured. Any basic literature search on the topics will inevitably bring you to Michael and his contributions, contributions that will be long-lasting in the field. On a personal note, twenty years ago as a young economic consultant in regulatory economics Michael warmly welcomed me to this wonderful world of interesting topics, colleagues, friends and acquaintances and he made me feel comfortable and relaxed. I can remember my first meeting with him at an Eastern CRRRI conference where he went out of his way to greet me and make sure I had everything I needed for my first presentation. I was nervous, but Michael’s warmth and gregarious presence made me almost

forget and feel calm. Throughout the years I have had many pleasant experiences with Michael, discussing regulatory economics and chatting about all sorts of topics. All these memories bring a smile to my face and will continue to do so whenever my thoughts take me back to Michael. You will be missed!

Ahmad Faruqi, Brattle Group

I got the very sad news yesterday morning that Professor Michael Crew of Rutgers University passed away a couple of days ago after a short illness. He had been an informal mentor to me since I first met him in 1979 – 1980 at EPRI. Michael ran the very successful CRR [Center for Research in Regulated Industries] conferences on the two coasts and edited the *Journal of Regulatory Economics*. He was the author of several landmark works on public utility economics and had taught scores of students during his academic career at Rutgers. I had first encountered his name during my college days at the University of Karachi while reading the compilation, *Public Enterprise*, by Ralph Turvey. Among its many chapters was one called *Electricity Tariffs*. It was by Michael. When I met him at EPRI, I asked him if that was his paper. He said yes. I still have the book. I wish I had gotten it autographed. Somehow I had assumed he would always be around to bounce off ideas in regulatory economics, talk about cricket, discuss what it was like to grow up in Bradford (England), share stories from the road (he was an avid traveler) and chat about the state of the world.

David Sappington, University of Florida

Michael's passing is a tremendous loss for the regulatory community. Michael worked tirelessly throughout his long and distinguished career to organize conferences that promoted meaningful exchange of ideas between industry practitioners and academic researchers. I felt fortunate to be able to attend several of these conferences, and deeply appreciated both the quality of the conferences and Michael's gracious and skillful hosting of the events.

Michael similarly toiled diligently to ensure that the journal he founded, the *Journal of Regulatory Economics*, always published interesting, relevant, and rigorous research. It was an honor to be able to assist Michael in his work for the *Journal of Regulatory Economics*. In doing so, I got to witness Michael's passion and dedication first-hand. Michael handled every submission himself and routinely provided detailed feedback to the authors. He meticulously reviewed every accepted paper and always offered suggestions for improvement. All the while, Michael consistently provided extraordinarily rapid reviews that are legendary in the academic community.

We will miss Michael dearly, but he will always be in our hearts and minds as we continue down the paths he paved for us.

Andrew Kleit, Penn State University

In the fall of 1991 I was a visiting professor at Louisiana State University in Baton Rouge, with no job security. I had just gotten my first paper accepted into the JRE. I was thrilled to get a call from Michael inviting me to meet him at breakfast (he was in town visiting his daughter). I remember the conversation something like this:

Michael: I want you to consider applying for the position we have open in our department

Me: Thank you Michael, that is very kind.

Michael: So let me tell you something about the job. First, the neighborhood is truly TERRIBLE!

Me: Oh.

Michael: Second, the Dean is COMPLETELY INSANE!

Me: Oh. (Painful silence for a period seeming like an eternity): Pardon me for asking Michael, but why are you telling me these things?

Michael: Because if you come I don't want you to be disappointed.

That was Michael. Always doing things his way. He was a great friend to me for the last 25 years, and a great help in my career in many ways. I will truly miss him.

Juan Rosellón, Centro de Investigación y Docencia Económicas A.C.

I would like to express my sincere condolences for Prof. Michael Crew's death. It really chocked me. He was recognized as a leader in the field of regulatory economics, my area of personal academic research. His tough (yet gracious and extremely sensible) editorial decisions really helped me to improve my analyses on incentive regulation for electricity transmission expansion. I was still expecting to come back to him in another research in the same field that was recently rejected at the JRE. As usual, his judgement in this last paper really motivated my co-authors and I to deeply think on how to improve our research work. We will then remain in debt to Prof. Crew for our new research on a general approach to electricity-transmission-investment regulation. May Prof. Crew rest in peace,

Lei Lei, Dean, Rutgers Business School

It is with deep sadness that I share the news of the passing of Michael Crew, a member of the Rutgers Business School faculty for 40 years.

Michael was a Distinguished Professor, CRRP Professor of Regulatory Economics, and former Chair of the Department of Finance and Economics at Rutgers Business School. During his time at RBS, Michael organized approximately 250 Workshops, Conferences and Seminars where the participants included managers, regulators, academics and commissioners. These activities resulted in Rutgers Business School becoming known both nationally and internationally for energy, environmental and postal issues. Michael founded 2 journals – Applied Economics and the Journal of Regulatory Economics. The JRE has become a major forum for articles on

regulatory problems worldwide. In addition, Michael edited, along with the late Paul Kleindorfer, Tim Brennan, et al, numerous books arising from the conferences, particularly those on postal issues. Michael was a prolific author of refereed articles and book chapters. His research has been recognized by industry and government in the form, for example, of testimony before Congress and the President's Commission on the United States Postal Service. The California Public Utilities Commission passed a resolution in 2015 acknowledging his contributions to regulation. Michael was also successful in working with industry to endow the CRRI Chair of Regulatory Economics. The most prominent donors to the Chair were Pitney Bowes, Siemens and NJ Resources. The CRRI Chair provides a firm foundation for the continuation of policy and industry-oriented research at Rutgers Business School.

Michael Gordon, Rutgers Business School

My good friend and faculty colleague, Michael Crew, is gone. Dean Lei shared a fitting commentary detailing Michael's professional accomplishments and the recognition that these brought to his academic home for the past 40 years. My purpose in writing is to briefly share my remembrances of Michael's devotion to the RBS and the important responsibilities of its faculty in preserving and building it as an academic institution.

In our many years together, Michael and I became concerned about issues that had a direct bearing on the organization and leadership of the School as well as its academic standards. While it was comforting to receive private acknowledgement from many other faculty about the importance of these matters and the soundness of our positions on them, it was left to Michael to serve as the tip of the spear in efforts to address the problems publicly. He never shied away from the debate as, for example, his efforts to publicize grade inflation in the School, and to develop and enforce grading standards. Importantly, his campaigns were waged for what he perceived to be the benefit of the School – self-aggrandizement or personal favor were never the force that motivated his efforts.

Michael, I am so sorry that you are gone. I am distressed that I will never again hear that very English-accented response whenever I asked him how he was doing – “Not bad” was his typical reply. I thank you for being such a wonderful comrade and for embodying the role of an unselfish, untrammled member of the RBS faculty.

Mark Castelino, Rutgers Business School

As I write this I remain in shock over the passing of my good friend and colleague, Michael Crew. I will not dwell on Michael's excellence as an academic, researcher and qualities that others have so elegantly expressed but rather on Michael, the man I knew up close and personal.

I truly loved him which might seem surprising given that we probably disagreed on more things than we agreed on. For example, I love "single malts," they gave him a headache. He preferred red wine. I was for Margaret Thatcher, he was for James Callahan. I was a Friedmanite, Michael was a Keynesian. I was FC Barcelona, he Manchester United. Michael was cricket I was baseball. I was for teaching and research, he was research, research and research. This is only a partial list but it gave us plenty of opportunity to chide and make sport for each other whenever the opportunity arose, most especially on the merits of cricket vs baseball. Given this election year filled with venom and vitriol, the Crew - Castelino friendship simply proves that essentially good people need not let their differences affect an otherwise fruitful, friendly and healthy relationship.

Finally, Dear Michael, to bring closure to our cricket vs baseball discussions just seek an opinion from the good God up there. She will confirm that strategically and tactically there is no contest. It is baseball.

Thoughts from a dear friend and colleague. Rest in Peace.

Marc Smith, United States Postal Service

Michael Crew's work on contribution to postal economics and to the Postal Service began in early 1987 when he and Dr. Paul Kleindorfer were approached to assist with the Postal Service's Omnibus Rate Case filing, concerning a postal costing issue. Drs. Crew and Kleindorfer applied their extensive and heralded regulatory economics (for peak load pricing) for electrics and telephone to postal services. This resulted in key testimony by Dr. Kleindorfer work on behalf of the Postal Service in the 1987 Omnibus Rate Case. Drs. Crew and Kleindorfer continued to work for the Postal Service for many years (until about 1993), helping with postal product costing. Dr. Crew has over the years written numerous papers on postal issues, dealing with regulatory reform, PAEA in particular (he pointed out many of the problems with it), privatization, business model, postal costing, etc. I believe also testified before Congress on regulatory reform (I'd need to check that this is true). But his key contribution (along with Dr. Kleindorfer – who passed away in 2012) was the establishment of the annual Postal Economics conferences (usually in Europe), which serve to bring the world postal community together to consider regulatory and economic challenges since 1990 – a time of momentous change.

Apart from that, I myself worked closely with Michael and Paul on behalf of the Postal Service and also was privileged to write two papers with them. My own introduction to them was in the 1983 Workshop when I worked at the NYPSC. Michael also made the Workshop special – both fun and topical and good economics.

Michael has been an important part of my working career as well! I agree we were fortunate to have him. With Michael and Paul gone, as my college Dr. Michael Bradley put it "an era in postal economics that he and Paul started comes to an end." Marc

Alan Finder, Global Regulatory Advisors

Michael was equivalently larger than life both at home and in his profession, especially for those of us with a deep interest in regulatory economics. When Paul Kleindorfer died I shared at the Eastern Conference Planning Committee these words: “the profession has lost a leading light and the world has lost an incredibly decent human being”. I would start specific memories in the same place in remembering Michael. His research contributions have been part of my career since 1981, and I treasured them. His work supporting regulatory economics is well-respected and widely read by colleagues in the field. His lasting legacy in the form of CRRRI has been a welcome late addition to my own career, and is a unique undertaking. It is also one of less than a handful of research and training centers devoted to regulatory economics remaining in US academia. His sense of humor was unending, and his enjoyment of CRRRI were special moments to witness. Like many others, I am personally devastated by his loss; I have lost a friend, a colleague and an economist who inspired me to be a better regulatory economist.

Far more important than what I thought of him is what all of us need to do as a lasting contribution to his memory. We need to re-double our efforts to support CRRRI’s programs by recruiting, presenting papers of the quality Michael inspired, attending CRRRI events and maintaining the standards of scholarship and civil discourse about regulatory economics that Michael – along with his long-term collaborator and friend Paul Kleindorfer – worked so diligently to preserve as a lasting contribution to his beloved discipline.

Tim Mount, Cornell University

Michael was a force of nature. I knew him mainly by attending the Eastern Conference sporadically in the 1990s, and attending both the Eastern and Western Conferences regularly for the past 15 years. In addition to his numerous academic contributions, many of them in collaboration with Paul Kleindorfer, Michael was always present at these conferences making sure that sessions ran on time, speakers showed up on time, and, most importantly, that the bar was open on time. In addition, he sent me numerous reminders over the years that my review for the Journal of Regulatory Economics was late --- again. One could say that he was the nagger supreme who kept things moving along --- a thankless but very necessary task. I will never forget one time when I attended one of the regulatory workshops at Rutgers and stayed the night before near Michael’s home. We had an extended dinner with libations, and the next day, not surprisingly, I was a little under the weather. However, we both left for Rutgers and I followed him down the freeway. Michael shot off like a rocket. Clearly, he had perfected all of the bad habits of New Jersey drivers --- changing lanes, passing on the right, etc. I come from the bucolic Finger Lakes. We wave if we happen to meet another vehicle. The trip to Rutgers was memorable as well as terrifying, but I did survive. The moral of the story is, in my view, that Michael secretly wanted to be a Formula 1 driver but he had to settle for keeping all of us laggards moving along. We will all really miss him. Tim Mount

Hung-po Chao, PJM Interconnection

I knew Michael for over thirty years. We are indebted to him as a distinguished scholar, an intellectual leader, a dedicated teacher and a colleague with unbounded generosity. I first knew him from reading his seminal paper co-authored with Paul Kleindorfer on peak load pricing with diverse technologies in 1970s building on his Ph. D. thesis work. The work has far reaching impacts that are still relevant today for competitive market policies in U.S., Europe and other countries. Their survey paper co-authored with Dr. Fernando remains a definitive landmark on peak load pricing in the economics literature. With foresight and leadership, he founded the Journal of Regulatory Economics (JRE) which has provided a very timely and invaluable venue for the publication of some path-breaking papers that have shaped industries in ways that would have been inconceivable.

I had the distinct pleasure and honor to serve with Michael on the Editorial Board of JRE for more than twenty years. He was a very demanding managing editor with a high standard. He was very conscientious to provide speedy response to the authors while saving the time of the referees in a Pareto optimum fashion. He was never reluctant to reject a paper that was below his standard. When this happened, his referees would soon receive the familiar email: "In an effort to make a prompt decision, I decided to go ahead with one report. So I no longer need your report, but I would like to take a rain check." However, he was always very generous at giving authors thoughtful suggestions that would help them improve the qualities and chances of their publications in the future.

Later, I became a fan of the Center for Research in Regulated Industries (CRRI), a program he also founded at Rutgers Business School, and a regular participant at the Eastern and Western Conferences. The CRRI program has been an extraordinary success. Importantly, it has provided an outstanding forum bringing together scholars, researchers, industry experts, policy and regulatory authorities and their staff for high quality discussion of priority policy issues facing regulated industries with profound impacts. During the past two decades, the program has grown from its infancy to become a nationally recognized venue. This accomplishment would have been impossible without the instrumental leadership of Michael and the Rutgers Business School. At the Eastern CRRI conference in May 2015, Michael announced his retirement plan which started a transition of the CRRI leadership. This inspired broad reflection and deep gratitude for his extraordinary personal leadership and dedication. I sincerely hope that building on his legacy, the CRRI program will advance to a new horizon at a time when a sound body of knowledge in regulatory theory and practice is all the more important for the future of our industries.

Michael was genuinely a gentleman. His intellectual leadership was truly remarkable, and yet he was a very humble person. I never saw him condescending or openly angry at anyone. He naturally attracted people with intellectual curiosity and engaged them enthusiastically in a common pursuit with heart-felt conviction. I cherish the many walks and talks with him along woody trails or riverbanks during the breaks at Eastern and Western conferences over the years since we knew each other. As much as I have benefited from our conversations and

interactions, however, I have gained merely a glimpse of his wisdom: cherish the life as we are endowed and persevere with generosity, humor, and undiminished hope for a better tomorrow. I will miss him sorely as a dear friend and lifetime teacher.

