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Tributes

TRIBUTES TO DEAN KAREN H. ROTHENBERG

MARTIN J. O'MALLEY*

Dean Karen Rothenberg's career is a living illustration of the timeless notion that one person can make a difference and all of us must try. Speaking not only as Governor, but as a proud alumnus of the University of Maryland School of Law, I can personally attest to the tremendous impact she has had on our law school community.

In the year when our nation swore in our first African-American President, Dean Rothenberg moves on to this next stage of her life after having broken multiple barriers. She was the first woman in the 185-year history of the Maryland School of Law to serve as chief executive and academic officer. In 1973, she was a member of the first graduating class of women at Princeton University. And as Dean of the School of Law, she has successfully established our school as a national leader in faculty and student diversity. She has also overseen the creation of the law school's Women, Leadership and Equality Program.

Karen Rothenberg's tenure as Dean will be remembered for her strong leadership; leadership which has not only benefitted this law school, but the entire State of Maryland. She has successfully guided the law school to national prominence in clinical education and environmental law, one of the defining issues of our time.

In addition, she has established the School of Law as a national leader in health care law—an issue on which she has worked exten-

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* Martin J. O'Malley, a 1988 graduate of the University of Maryland School of Law, is Governor of the State of Maryland.

sively as founding director of the Law and Health Care program. Last year, this program was ranked as one of the three best programs of its kind by *U.S. News and World Report*.

On a personal note, I am deeply appreciative of her service on our State's Stem Cell Commission. Dean Rothenberg was elected chair of the commission last year, and she has been a strong and effective advocate for the investments we are making at the state level in this revolutionary science which holds such great potential for the advancement of cures and healing.

Our State and our school are both stronger places because of Karen Rothenberg's vision and leadership. We are blessed that she will continue to be a part of the School of Law family, as a member of the faculty.

To borrow a phrase from Jack Gilbert, Karen's leadership of the University of Maryland School of Law has been "[t]he beauty that is of many days. Steady and clear. It is the normal excellence, of long accomplishment."¹

BENJAMIN L. CARDIN*

Dean Rothenberg has always embodied a fundamental commitment to serving the community and the public interest at large. The University of Maryland School of Law was indeed fortunate to have Dean Rothenberg at the helm for the last decade.

In recognition of her tireless efforts to provide students with meaningful public service opportunities, Equal Justice Works recently awarded Dean Rothenberg the distinguished John D. Kramer Award and the *National Jurist* magazine profiled her in recognition of the University of Maryland School of Law's leadership in public service. In that profile, Dean Rothenberg stated that she wanted to contribute to a legacy where "students can choose careers based on passion."

Dean Rothenberg does nothing if not lead by example. Her research interests have focused upon legal and social implications of critical health care issues. Additionally, with considerable financial support from the law school administration and other gracious donors, the Maryland Public Interest Law Project was able to award

1. Jack Gilbert, *The Abnormal is Not Courage*, in VIEWS OF JEOPARDY (1962).
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* Benjamin L. Cardin, a 1967 graduate of the University of Maryland School of Law, is a United States Senator from the State of Maryland.

grants to twenty-five students to pursue public interest work over the summer.

As a result of Dean Rothenberg's extraordinary commitment, the law school's clinical program consistently ranks among the top ten in the nation. The University of Maryland School of Law's Cardin requirement provides students with a practical clinical education related to the delivery of justice in our country. Currently, the clinical program boasts twenty-two clinical specialties, including civil rights, community development, public benefits, education, drug policy, environmental justice, criminal defense, immigration, and juvenile law.

In 2006, the law school announced a voluntary pro bono and community service initiative for law students, and designated a director of pro bono and public service initiatives and a law student paid research assistant. Under Dean Rothenberg's guidance and encouragement, more than 25 faculty and 220 students contribute more than 110,000 hours of free legal services each year. By recognizing the importance of combining clinical experience and legal theory, Dean Rothenberg creates an environment in which students are able to develop their abilities in conjunction with their passions.

Described as a trailblazer by *National Jurist* magazine, Dean Rothenberg has been at the forefront of legal education and training. In addition to continuing the clinical requirement, Dean Rothenberg has argued for the integration of legal professionalism and leadership training into the more traditional law school curriculum. Recently, the School of Law received a \$1.6 million commitment from the Fetzer Institute to enhance professionalism and clinical education and to develop innovative mechanisms for fostering leadership among law students. Undoubtedly, the law school's selection was due, not in small part, to Dean Rothenberg's commitment to public interest work. In fact, the Institute noted the creative and committed work of its non-clinical and clinical faculty under the "extraordinary leadership" of Dean Rothenberg.

Notably, the Clinical Education and Democracy Building component includes two new clinics in Biloxi, Mississippi and either South Africa or Latin America. The Biloxi Center will engage students in post-Katrina recovery. A Client Council will involve clients in the evaluation of practices and materials used in their representation. Through this ground-breaking initiative, Dean Rothenberg has illuminated a path for finding new ways to help people and communities and learning more about the lawyer's role in promoting democracy. As an ardent proponent of diverse clinical experiences for her stu-

dents, Dean Rothenberg continued to foster a sense of personal and public responsibility among her students to improve justice throughout America.

I thank Dean Rothenberg for her decade of service as Dean of our law school, and look forward to her continuing contributions over many years as a member of the faculty.

ROBERT M. BELL*

On behalf of the Maryland Judiciary, I extend congratulations to you for a decade of service to the legal profession as Dean of the University of Maryland School of Law. It is a privilege, as well as an honor, to join your many friends, colleagues, and notable supporters in recognizing, and celebrating, your singular dedication to the law school, its students, faculty, and staff, as well as your commitment to ensuring that the educational and professional opportunities in the legal community are available to all who are interested and qualify.

As the first woman to serve as chief executive and academic officer of the law school, you have overseen the growth of the law school and its reputation. Under your direction, the University of Maryland School of Law has received accolades for its academic leadership in a host of legal issues, from women's health care and the law, the environment and clinical education, to mediation, science and the law, and the rights of patients and human subjects. On your watch, community involvement, some would say activism, has been at an all time high: witness the lawyers at bail effort and the efforts of Maryland students on behalf of the New Orleans' criminal justice system.

I personally commend you for your efforts to champion projects and programs, whether to educate or inspire, whose purpose or effect extends beyond the law school and to the community at large. Your support of Professor Larry Gibson's efforts to chronicle the history of African-American lawyers in Maryland and the two alumni reunions it spawned, do as much for the uplift and edification of the African-American community at large, really more, than it does for the law school.

You have emphasized with young lawyers the importance of the law and a committed legal community, directing their focus, therefore, to the values underlying the legal profession. This typifies your

welcome event for new law students. In addition to informing them of the role of the legal profession in the preservation of the Rule of Law, you always take great pain to apprise the incoming students of how they fit in, that they belong, by chronicling what they bring to the profession and how that comports with the profession's goals and values. In addition, you introduce them to the leaders of the Bar and Bench, who are given the opportunity to provide their perspective on the importance of the legal profession to our Republic Democracy.

I congratulate you for a job well and expertly done in the pursuit of academic excellence, and I wish you the very best in your future endeavors.

ANDRE M. DAVIS*

Karen Rothenberg has been much more than the Dean of the University of Maryland School of Law: she has been its creative architect; its forceful advocate; its enthusiastic and proud mayor; its soul and spirit; in short, a consummate leader. As Mary D. Poole said, "Leadership should be more participative than directive, more enabling than performing." Manifestly, the Karen Rothenberg style of leadership is participative and enabling.

Karen was my neighbor in the faculty wing of the old law school building, welcoming me warmly when I joined the faculty in 1984. She has been a dear friend ever since. The genuine interest she initially demonstrated in my professional growth and personal well-being never waned as I transitioned from the law faculty to the state and federal judiciary. Over the years, she has drawn me into the law school community: as an adjunct professor, the Alumni Association President, and as a member of the Board of Visitors. And from all of these perspectives, I have observed with admiration how she has devoted herself to the School of Law and its many constituents.

At the end of the day, a law school, like any school, exists for its students. Karen has always projected a boundless enthusiasm and excitement for students, and she has never hesitated to lend her insight or provide encouragement to them (Or to do whatever she could to get them jobs, including judicial clerkships!). She has worked tirelessly to make the law school a place where a student could pursue a

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* Andre M. Davis, a 1978 graduate of the University of Maryland School of Law, is a District Judge on the United States District Court for the District of Maryland and a former Assistant Professor at the School of Law.

rigorous theoretical education and also gain practical skills. One shining example of this meshing of theory and practice is the Women, Leadership and Equality Program, a program created under her watch. The WLE Program combines theoretical approaches to gender discrimination with a tool-kit of practical skills so that young lawyers are prepared to mitigate gender-related biases in the legal profession when they graduate. And this program is not unique. Karen has overseen the creation of multiple like-minded programs and centers such as the Legal Resource Center for Tobacco Regulation, Litigation & Advocacy; the Leadership, Ethics and Democracy Initiative (“LEAD”); and the student-initiated Maryland Law Katrina Project.

Karen has built the School of Law into a close-knit community, one in which there is frequent and meaningful interaction among students, faculty, and the administration. She has led the law school as all effective leaders lead, by example, evinced by a personal and selfless commitment to the enterprise, always making time—seemingly, creating time—to listen to and respond to all, about everything of consequence to the mission of the law school. She has demonstrated excellence in her service as both Professor and Dean, and she has inspired excellence in countless others.

The law school and its students, and the community at large, will long benefit from her service. The dividends from her tenure as Dean will be an enduring legacy.

Well done, my friend; well done, indeed.

PAUL D. BEKMAN*

Almost ten years ago, I was serving on the Board of Visitors of the University of Maryland School of Law and was asked to chair an Ad Hoc Committee of the Board of Visitors that was charged with the responsibility of interviewing the final candidates for the deanship at the School of Law. The Committee interviewed all of the final candidates, including Karen Rothenberg. At the conclusion of our interview process we were all unanimous in recommending Karen to be our next Dean. I went back to take a look at the letter that was written to President Ramsay almost ten years ago and thought that it might be

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interesting to see what I said then as it compared to what has happened over the last ten years. Here, in part, is what I said about Karen:

Those of us in the legal community who have had the opportunity to meet and interact with Karen have been tremendously impressed by her as a person. She is bright, articulate, easygoing, yet she is a firm and strong leader when necessary. She is a people person. She is someone who inspires confidence in individuals. She is someone who will bring incredible passion to this position. She is exactly the kind of person who would be a great leader of the Law School.

What was said ten years ago has turned out to be a testament to the way Karen has performed as Dean. She has been an outstanding Dean and her accomplishments are many. She became Dean at a time when the law school was in transition. We were about to embark on a new law school building, we had tremendous issues with regard to funding and financing, as well as raising the level of recognition and ranking of the law school in national circles. As such, I thought it might be important to point out some of the outstanding accomplishments that Karen has been responsible for as Dean. The reason the University of Maryland School of Law has achieved national recognition and has moved up substantially in the rankings is due in no small part to Karen's leadership. Here are some of the achievements that she has been responsible for:

1. Doubling the resources for faculty research, resulting in a tripling of faculty scholarly output of books and articles;
2. Recruiting twenty-seven outstanding faculty members in a wide range of fields, from international law to business and intellectual property law, to health care law and constitutional law;
3. Retaining leading nationally and internationally recognized scholars through increased support for research and scholarship;
4. Launching the program for distinguished visitors and building support for a wide array of national and international conferences, bringing leading legal scholars, judges, and practitioners from across the world to the School of Law to teach our students and work with our faculty;
5. Creating new centers and programs in business law, intellectual property law, international law, tobacco control, and women's leadership, while sustaining the nationally recognized excellence of the law school's programs in health law, environmental law, and clinical edu-

ation. The last three programs each being ranked in the top ten nationally by *U.S. News and World Report*;

6. Launching a national model program, Leadership, Ethics and Democracy (“LEAD”), to expand professionalism, education, and leadership training for law students and members of the Bench and Bar;

7. Developing innovative programs linking law and arts, and collaborating with art organizations throughout Maryland and the nation to host programs that use the arts to address important issues in law and public policy;

8. Building partnerships with academic institutions, government organizations, and the Judiciary in South Africa, Chile, England, Germany, Australia, China, and Costa Rica, creating opportunities for students to study abroad and faculty exchange;

9. Expanding financial support for clinical and public service programs and building partnerships with a host of organizations in Baltimore and beyond so that faculty and students now provide annually more than 110,000 hours of free legal service to the residents of Maryland;

10. Launching the Leadership Scholars Program for incoming students and the Dean’s Award Program for returning students, together awarding more than \$1 million annually to support student scholarships. The law school has expanded financial support for public interest grants for summer work and the loan repayment for graduates who are working in public interest careers;

11. Expanding the diversity of the student body (thirty-five percent of students are people of color) and increasing the academic credentials of the student body, such that the median LSAT score is now in the 90th percentile of test takers nationally;

12. Increasing the number of students taking judicial clerkships upon graduation to more than twenty-five percent of the graduating class (one of the highest rates in the country);

13. Expanding on-campus recruiting so that now more than fifty percent of the AM 100 law firms recruit our students and the law school hosts interview days in major cities around the country. Last year more than ninety-eight percent of students were employed within six months of graduation;

14. Successfully completing the law school’s first significant Capital Campaign raising the funds to build its new building and launching the law school’s current “Making An Impact Campaign” with more than fifty-eight percent of the \$50 million raised to date; and

15. Increasing the size of the law school endowment from \$29 million in 1999 to \$40 million today.

These are just some of the accomplishments that Karen has been responsible for during the ten years that she has been Dean. These achievements alone are quite stunning.

Those of us who have worked with Karen on the Board of Visitors have been impressed with her boundless energy, her continuing positive attitude and her dedication to the University of Maryland School of Law. The Board of Visitors looks forward to each meeting, to Karen's report on the status of the law school and her input from alumni who care so much about our law school.

To say that Karen will be missed is an understatement. She has meant so much to the law school and has given so much of her time and heart to make it the great law school that it is. We will never forget her, for all that she has done for us.

FRANCIS B. BURCH JR.*

In 2000, I served on the Search Committee for the School of Law's new Dean. Our committee's focus was on candidates from outside the law school. The new law school building was then under construction, and our goal was to find someone who, by virtue of his or her standing in the legal academy, energy, enthusiasm, and entrepreneurial vision could lead the law school's evolution into the very top tier of public institutions. In the end, the right person was already in our midst, Karen Rothenberg.

When you hire a new Dean, you make an educated guess that he or she possesses all of the necessary attributes for that challenging assignment. Experience quickly teaches you whether you guessed right. It was not long after Karen became Dean that one experience convinced me that, indeed, we were right on the mark.

In 2001, Karen invited me over to tour the nearly completed new law school building with the contractor, Whiting-Turner. I was struck by two things. First, Karen had developed a close personal relationship with the woman who was managing the project. It was obvious that they shared a sense of pride in what was taking shape and that this relationship was contributing to a better finished project. Second, it occurred to both me and Karen that Willard Hackerman, the

President and CEO of Whiting-Turner, would be pleased to see how much progress had been made and how much pride both Karen and the project manager had in the new building. So, we arranged for Karen to meet Willard over lunch.

At the lunch, I watched as Karen, after describing how well the new building was coming along and how pleased she was, told Willard how she came to be a lawyer and how much she had been influenced by her father, who had been a plaintiff's personal injury lawyer in New York. It was obvious that Willard was moved and that he liked Karen a great deal. He then began to describe his experience as a young engineer at Whiting-Turner, noting that he was the first Jew to be hired by the company. The exchange was remarkable for its warmth and candor.

A month or so later, Willard called to ask whether the law school had secured a naming gift for the new building. I responded that it had not. Then, Karen really went to work. The outcome was the gift that resulted in the law school being named for Nathan Patz, Willard's brother-in-law.

This gift, and how it came to be, foretold much about what kind of Dean Karen would prove to be. The first thing it suggested was how much focus Karen would bring to the job. The completion of the building, and securing the balance of the funds for it, was the first order of business, and she was determined to see that it was done right, with no funding deficit. That would enable her to turn to perhaps the centerpiece of her strategy for continuing to improve the law school: raising scholarship funds and using those funds, as well as the new facility and the rapidly improving West Baltimore to attract superior students. Of course, she did that superbly. The second thing it displayed was the unique combination of personal warmth, sincerity, and substance Karen possesses and what a powerful asset this would be in the implementation of her plans for the school.

Of course, there is much more to Karen Rothenberg than this, but from my experience these were the attributes that made one believe in her vision for the school and that made it nigh impossible to say no when she asked for your help in achieving it. I made the mistake one day of remarking to Karen that my education at the law school was the free lunch one is not supposed to get in life. I can't tell you how many times Karen reminded me (and I suspect others) of that. Over the years, she tried so hard to help me feel that I was doing my best to pay for it—in countless ways!

For that, and for her many other contributions to the law school, which has given me and many others so much, I am very grateful.

BORN TO BE DEAN

DIANE E. HOFFMANN*

While Karen Rothenberg never set out to be a law school Dean, she was perfectly suited for the job. You might say she was “born to be Dean.” She has that unique combination of personality, intelligence, judgment, and energy that makes for a highly successful leader. In 1999, when she became Acting Dean, she had already been on the faculty at Maryland for sixteen years and had developed a national reputation in health law as well as a good deal of respect among her colleagues as a scholar, teacher, and builder of the well-regarded Law & Health Care Program.

I met Karen in 1987 when she was looking for someone to help her build the Law & Health Care Program at the law school. Immediately, I was taken in by her enthusiasm, her passion, and her charm, and she easily persuaded me to join the law school faculty. Working with her to develop the Program was a dream job. She was smart, creative, demanding but fun to work with. In 1999, when she became Acting Dean, I became Associate Dean. It was an easy transition for me.

The first few years were challenging, but Karen took to the challenges like a duck to water. She seemed to thrive on the variety of the job, managing the crises as deftly as she handled her accomplishments and successes. And, her accomplishments were plentiful. Under her decade long leadership, the law school made the transition from the “old” building to a state-of-the art facility, equipped with the latest technology and noteworthy for its accessibility to individuals with disabilities. More important to Karen, however, were the people she was able to recruit and programs she was able to develop. Karen was highly skilled at getting faculty candidates to accept our job offers, successfully recruiting them with her intellectual curiosity about their work and her enthusiasm about the law school. Karen also had incredible vision when it came to identifying new programs that would be a good fit for the law school and would enhance its reputation. She grabbed new opportunities that would add benefit to the school, build on its strengths, or lead to synergies with existing initiatives and faculty interests. Under her guidance, the law school developed new programs and initiatives in business law, intellectual property law, in-

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ternational law, and leadership and professionalism; added new Centers; built international partnerships with law schools, government organizations, and the judiciary in countries around the world; expanded its clinical and public service programs; and increased its scholarship programs and significantly grew its endowment. Each of these initiatives has generated new opportunities for students and faculty and made the law school a more intellectually stimulating and vibrant community.

When I think of Karen as Dean, the first word that comes to my mind is “principled.” In all the tough decisions that we had to make, she would always ask “what is the principled thing to do?” When she first became Dean, I was a little worried about her ability to make all the decisions she needed to make on a day to day basis. This was, in part, because of her tendency to think out loud and seemingly vacillate in her decision-making. I soon found, however, that she had no difficulty making the tough decisions quickly and decisively. It was the little ones that she continued to struggle with, such as what to order when we went out to lunch. Lunches with Karen typically involve agreeing on two items that we can share because she can’t decide between them!

Karen’s guiding principle was always what is in the best interest of the institution. She took seriously the law school’s mission to “promote a more just society by educating outstanding lawyers.” She was unwavering and single minded in this pursuit. While a decision might be good for some individuals, if it was not what was best for the law school as an institution, it would not fly. Of course, reasonable minds can differ about what is in the best interest of an institution, but Karen had an amazing ability to ferret out what, in fact, turned out to be best for the law school.

Karen was passionate about many things but mostly about the law school. We could not have asked for a better cheerleader. She could get anyone excited about the school. Because of this, her fundraising ability became legendary. She was not shy about asking for money and was not afraid of rejection. As Henry H. Hopkins, JD, 1968, co-chair of the school’s \$50 million “Making an Impact” capital campaign said, “Karen is widely known as someone to whom it is impossible to say no.” Karen was also an excellent steward of law school resources, never wanting to spend unnecessarily even at the expense of her own comfort. For much of her fundraising, she had to travel to New York to meet with prospective donors. Rather than take the train, which could cost up to \$100.00 each way, she would take the

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TRIBUTES TO DEAN KAREN H. ROTHENBERG

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Vamoose bus from Bethesda at a cost of only \$25.00, with a free ride after four trips!

Another characteristic that made Karen so successful was her unique combination of empathy and firmness. You might say she ruled with a velvet glove and an iron will. The glove came off rarely. She preferred the power of persuasion. She loves people and has an amazing ability to connect with them. She could easily find common ground with anyone she met and often forged lasting relationships. She was able to win over peoples' hearts and minds. With Karen at the helm, the law school has become both a more vibrant intellectual community and a "kinder, gentler" place.

My colleagues and I in the Dean's office greatly benefited from Karen's management style. She was supportive and collegial, rarely hierarchical. She was good at recognizing talented people. She always seemed able to identify people's strengths and help them build on those strengths. Whenever possible, her style was collaborative, engendering teamwork among those of us who worked with her. She set very high standards for us but even higher ones for herself, and virtually always achieved them. Perhaps the thing that impressed me most about Karen's management style was that she was able to say "no" to people and they still went away happy, or at least not angry. She usually got them to understand that it would be in the institution's, and often their own, best interest if we did things differently from what they had advocated.

Perhaps the best part of working with Karen is that it was always fun and never boring. Every presentation she gave, whether to an academic audience, the alums or the law school faculty, was creative and unique. Her love of Broadway musicals and willingness to use them as themes in her annual address to the faculty is just one example of her creative flair and sense of humor.

On a personal note, Karen has been a mentor, a friend, and inspiration to me in her role as Dean. From any perspective, she has been a true leader who through her vision, talent, and dedication, took the law school to another level from which we have all benefited.

MICHAEL P. VAN ALSTINE*

The deanship of Karen H. Rothenberg was marked by enthusiasm, innovation, and a “can do” approach to challenges and opportunities alike. But what was most prominent during her ten years as Dean was her deep and abiding dedication to the welfare of the University of Maryland School of Law. These combined attributes of leadership spawned a period of impressive growth for the law school and set it on a firm foundation for even greater progress in the future.

If one were to conduct a poll of the thousands of people who interacted with Karen Rothenberg over the last ten years, I am quite confident that “enthusiastic” would be among the most common descriptive adjectives. She understood almost instinctively that leadership requires a supremely positive attitude. Enthusiasm is infectious—and Karen Rothenberg had it by the bucketful. The consequence was a fundamental view that seemingly insurmountable obstacles to good ideas were merely opportunities for improvement, not excuses for inaction.

Considered against the backdrop of the increasingly demanding job of a modern law school Dean, this point is worthy of emphasis. Every new program, conference, journal, student activity, and public event involves the dedication of time and effort, and not least by the Dean. Yet throughout her deanship, the determinative question for Karen Rothenberg was always about the quality of the idea, about the benefit to the faculty, staff, students, alumni, and the law school community at large. When met with good ideas, her instinctive response was “yes,” and with that, the standard obstacles—resources, timing, facilities—did not stand in the path of progress.

To play on a standard aphorism, the proof is in the program. In the ten years of Karen Rothenberg’s tenure as Dean, the law school has experienced an amazing growth in both the breadth and the quality of our academic program. The established programs in Law & Health Care, Environmental Law, and Clinical Law are now on an even firmer foundation, with national rankings to prove it. But what is truly remarkable is the number of new programs established under Karen Rothenberg’s leadership. Important programs in Business Law, Dispute Resolution, Health and Homeland Security, International and Comparative Law, Tobacco Control, and Women, Leadership &

Equality either came into being or coalesced in the course of the last ten years.

There is perhaps no better illustration of this than the growth of the International and Comparative Law Program. With Karen Rothenberg's strong support, the law school hired a number of new faculty members with expertise in the field. Moreover, the law school established exciting new foreign study programs literally around the world—from Germany to Chile to South Africa to China and beyond. Adding to these opportunities for students and faculty alike were new externship programs with the World Health Organization in Switzerland, the Inter-American Court of Human Rights in Costa Rica, and law reform commissions in Commonwealth countries around the world.

Though substantial on their own, these numerous developments give only a small taste of the whirlwind of activity that marked Karen Rothenberg's deanship. Beyond the growth in the programs, the law school played host to numerous scholarly conferences, symposia, and panel discussions as well as regular public conferences on some of the most pressing policy issues of our day. Although she often also was directly involved on her own, Karen Rothenberg's key role as a leader was in inspiring the faculty to conceptualize and organize, and our professional staff to plan and execute, these essential elements in the intellectual life of the law school.

But through all of the activity, Karen Rothenberg understood that the job of Dean, like any form of true leadership, is fundamentally about people, and all the more so in an institution as complex and diverse as the School of Law. Perhaps the thing that impressed me most was the principle she repeatedly emphasized in decisions on the hiring of new colleagues that excellence in scholarship, teaching, and service was only the basic expectation. The determinative factor was the level of dedication to the advancement of the institution as a whole. These sentiments contributed in an essential way to the fundamental ethos of collegiality that pervades our law school today.

It is appropriate to close these remarks with a return to one of Karen Rothenberg's favorite words: passion. For in so many ways, this word captures what was especially impressive about her ten years as Dean of the School of Law. She had a deep and abiding passion for the advancement of both the law school as an institution and the faculty, staff, and students that bring life to that institution—and, significantly, she demonstrated that passion in daily practice through personal sacrifices of time and energy over the last ten years. This is truly an impressive legacy.

LISA M. FAIRFAX*

I believe I was Karen Rothenberg's first official faculty hire as Dean—or at least that is the story with which I am sticking. I met Karen while I was being recruited to join the Maryland faculty and she was still interim Dean. The one thing I remember vividly about our first interaction is her engaging personality and her overwhelming commitment to Maryland. Indeed, I asked her what she planned to do if she was not appointed Dean (to be sure, even with the little I had learned about Maryland at the time, I did not think it was a real possibility). Karen responded that she would remain at Maryland and continue to serve the law school in any way that she could. Her response impressed me not only because it demonstrated her willingness to think of the community before herself, but also because it showed her tremendous commitment to Maryland and its faculty. It is little wonder that when she called to make me the Maryland offer, I accepted on the spot. As her first official hire, I feel like Karen and I “started together.” In fact, from that moment on, Karen has been a tremendous Dean, colleague, and most importantly, friend.

On a personal level, even before I officially joined the Maryland faculty, Karen endeavored to ensure that I had met people in the business community who would be supportive of me and my career. In addition, even before my first class, many students approached me to let me know that they were excited about taking my class because Karen had expressed her excitement about me. For a first time teacher and faculty member, the confidence and support Karen displayed in me was invaluable. More importantly, it shaped my understanding about the kind of colleague I should strive to be. As this suggests, one of the things that makes Karen special is her ability to focus on, and support, individual faculty.

On a programmatic level, Karen has been a great source of support for the Business Law Program. Indeed, she has never said no to any conference, symposia, or event I have asked to sponsor. As a result, the Business Law Program has hosted some incredible events at Maryland. In April 2005, we hosted a conference, “Women and the New Corporate Governance,” bringing together leading practitioners and faculty to discuss the role of women in a changing corporate environment. In the fall of 2008, we hosted a conference on the subprime meltdown on the very day Congress passed a bailout bill. These kinds

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of events would not have been possible without Karen's support of the Program, and her willingness to allow faculty members to follow their own vision.

It has been a pleasure and an honor to work with Karen throughout her tenure as Dean. While her leadership will be missed, her legacy will not. And part of that legacy is having a hand in building a faculty that thinks first about community.

DANIELLE KEATS CITRON*

Discussing what made Karen Rothenberg an extraordinary Dean comes easily to me. Karen's cutting-edge research in genetics and her commitment to providing access to justice to struggling communities is common knowledge. Many also may know about Karen's passion for Broadway musicals. Her love of musical theater provides great insight into why she has been such a successful Dean. An example may help explain this arguably unexpected connection.

When I first began receiving invitations to present my legal scholarship outside the law school, I sent an e-mail to Karen letting her know about my impending debut. What I, of course, left unsaid was how nervous I was. I saw myself as the understudy: Was I really ready to present at Yale, Harvard, and Chicago? Within minutes of my e-mail, I received a phone call from Karen. She told me how proud and excited she was that others in my field would be engaging with my work. Then, she steered right to the heart of the matter. Speaking as perhaps Rodgers and Hammerstein would, she said: "I know you well and have a feeling that you are nervous and worried about your upcoming speaking gigs." She continued: "I want you to know that you are going to do a wonderful job. Everyone at the law school thinks that you are a shining star. The key is for you is to trust me on this one."

Over the years, Karen and I engaged in many similar conversations. Whenever we talked, she always emphasized ways in which I could join forces with colleagues in my work. Karen always sought out synergies, encouraging the faculty to come together as one imagines the director of a Broadway show would. And I understand from my colleagues that my interactions with Karen have not been unique to me.

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My talks with Karen have left an indelible mark on me. Karen always knows just how to make you feel like you were a special part of the show. She lifts you up, helping you see your best self. Karen has espoused throughout that we were engaged in the same higher effort. We would benefit from coming together just as we might if we were engaged in nightly performances. Now, when I try to instill confidence in a student or convey my enthusiasm for a colleague's work, I take my cues from Karen's leadership. Her ability to inspire others to take center stage is what I hope each of us will carry forward in her honor. We could not give her a more deserving encore.

CAROLINE L. FARRELL*

It is with great honor and pleasure that I write this tribute to Dean Karen Rothenberg. Through her leadership of the University of Maryland School of Law, my law school career has been rich with valuable experiences not typical of traditional legal education. I first met Dean Rothenberg at an admitted students' reception in Washington, D.C. During this event, Dean Rothenberg spoke of the local, regional, national, and even international reaches of the law school. As a prospective student, I was most interested in the law school's Law & Health Care Program, which she founded as a young professor. I listened eagerly as Dean Rothenberg explained the impact the program and its professors have had on national health policy and health policy in Maryland—one of the most progressive states with respect to its approach to the many pressing problems facing the healthcare system in the United States. My interest piqued as she described the various opportunities for Maryland students to gain practical legal experiences abroad, including an externship program at the World Health Organization in Geneva. While I was impressed to learn about the variety of experiences and opportunities available to University of Maryland law students, both at home and abroad, what has truly amazed me and what puts Dean Rothenberg in a class of her own, is the integral and enthusiastic role she has played in ensuring the global nature of my law school experience.

For example, some of my fondest memories of Dean Rothenberg occurred in March 2008 on the Environmental and Health Care Law Programs' trip to China. Not only did the Dean travel across the globe with over forty students and alumni, but she brought her hus-

band and daughter, too. The Rothenberg-Seltzer family spent ten days experiencing the best of China—climbing the Great Wall of China, cruising on the Huangpu River, visiting the Chinese Ministry of Health, and travelling in a tour bus through Beijing, Shanghai, and Xian—side-by-side with the students. They took every opportunity to get to know each student and learn about our backgrounds, interests, and goals. Dean Rothenberg and her husband even wowed us with their performing skills when they sang their self-composed “Journey Through March Madness,” a song about our trip together, which they performed for the whole group through the bus’s microphone and sound system. Unforgettable!

In addition to Dean Rothenberg’s sincere effort to build a personal relationship with the law school’s student body, she is an avid supporter of the school’s specialty academic programs, student leadership, student organizations, and their initiatives. As a student pursuing the Law and Health Care Program’s Concentration in Health Law, I remain impressed with Dean Rothenberg’s willingness to lead brown bag lunches about her research and hold discussions on interesting and cutting edge healthcare and bioethical issues. Further, I am eternally grateful for her belief in and support of the Maryland Law Katrina Project—a student led volunteer group inspired by the events surrounding Hurricane Katrina. Every year, she encourages students to serve vulnerable populations by participating in the Katrina Project’s service trips, and she has ensured that there continues to be funding available so cost is not a barrier to students who wish to attend. The Dean’s dedication to the group has allowed several hundred law students to travel down to the Gulf Coast, year after year, to provide desperately needed legal and other volunteer services to those who continue to feel the effects of Hurricane Katrina. Largely as a result of the Dean’s commitment to this student initiative, the law school has established a long term presence in the Gulf Coast region through a new legal clinic whereby students will address housing and consumer protection issues in partnership with the Mississippi Center for Justice. Students may now be a part of the law school’s permanent presence in the region through the school’s clinical law program. Dean Rothenberg’s unwavering enthusiasm toward the law school’s students, faculty, and programs is constantly evident at the law school, and the Katrina Project is but one example.

In sum, with all of her hard work and dedication, the Dean has directly improved the law school experiences of countless University of Maryland law students. Moreover, in leading by example, she has instilled in her students an appreciation for service, a commitment to

learning and personal growth, and professionalism. These intangible skills will shape the way we all develop personally and professionally. I will carry these gifts with me as I journey through my legal career and remember how lucky I have been to attend the University of Maryland School of Law during the tenure of Dean Karen Rothenberg.