

## Tributes

### DEAN PAUL MARCUS

Charles E. Ares\*

In the Spring of 1983, Paul Marcus became the seventh Dean of the University of Arizona College of Law. In the five years since then, Paul has learned first-hand the joys and agonies law school deans inevitably experience as they preside over the often unruly institutions law schools have become. Deans must deal with increasingly self-conscious students, faculty, and staff. They need to maintain good working relationships with university administrators, and give respectful attention to judges, lawyers, the press, alumni, legislators, and disappointed applicants for admission to law school. After five years of dealing with that many constituencies, it is no wonder that Paul has decided that it's time to return to a lifestyle that will allow him more time with Becca, Emily, Beth, and Daniel. The Marcuses are an exceptionally close family and, while Paul certainly has not neglected them, no one could possibly maintain his pace of the last five years without some effect on one's home life. Whatever obligations Paul owed to the University have now been fully discharged and he can return to a more relaxed and contemplative life having earned the gratitude of colleagues in the law school and throughout the University.

Paul joined the College of Law at a time when the school had gone through a period of substantial growth and change, and had emerged as one of the strong state law schools in the nation with aspirations to move even higher. Whenever a law school selects a new dean, unless it is complacent (meaning stagnant), it must decide just where it wants to go and what kind of dean it needs to lead it there. In 1983, it is fair, I think, to say that responsible people at Arizona believed that the school had moved up about as far as it could go on state money and that any substantial movement forward was going to require substantial private support.

Raising money is not something lawyers or law professors like to do or usually do very well. No faculty worth the name will avowedly seek a pure fund-raiser as its dean. What they hope to get is someone they would hire as a teacher who agrees that he or she will take on the onerous job of raising

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money as a necessary condition of the dean's job. What Arizona got in Paul's case was an accomplished young scholar and teacher who also turned out to have the energy and, perhaps more important, the touch it takes to be a successful fund-raiser for the law school. When Paul became dean, the law school's annual giving program raised about \$50,000 a year. As a result of his energy and imagination, the Law College Association in the last year contributed about \$300,000 to the law school program.

The funds raised for the law school have made it possible to push harder toward the excellence that is the goal of all university law schools. The additional money has supported student work-study and financial aid programs, scholarships, library acquisitions to make up shortfalls in state appropriations, computer programming and equipment, student attendance at conferences, and faculty research grants. Paul has persuaded a number of donors to make substantial gifts to the law school, in addition to expanding the annual giving program. Professorships with salary supplements have been created with assistance from the Law College Association, and the Jeanne Kiewit Taylor Distinguished Visiting Professorship has just been funded. Also, though not technically from outside the law school, the ARETE Professorship has been established by Professor Junius Hoffman.

Reflecting the close working relationship Paul has forged with President Koffler and Provost Hasselmo, the University has been generous in allocating state funds to the law school. Nevertheless, without the private support organized during Paul's tenure, the College would have progressed much more slowly. Both the school and the profession have benefitted from his energy and imagination in developing that support.

In other ways, Paul's vision of what the law school should be has strengthened the school. For example, recruitment of minority students has been one of his priorities and he has strongly supported this effort through his assistant deans and the faculty-student admissions committee. Furthermore, one of Paul's primary interests at the University of Illinois, before he joined us, was the placement of students at graduation. As a result of the support he has given to the work of Sallie Lash, our Director of Placement, the number of law firms interviewing at Arizona each year has increased by 50 percent and a larger number of our graduates are finding professional positions on both the West and East coasts.

Much of the strength of a law school is derived from the teaching and scholarly quality of the faculty. Selection of new faculty members is largely the work of a faculty committee, but Paul has been active and effective in identifying and pursuing attractive candidates. Once an attractive candidate is identified it is the dean's job to put together an appealing job offer and then persuade the prospect that Arizona is a good school to which to commit her or his professional and personal life. In today's world, there is a compelling need to recruit women and members of ethnic minority groups. Paul has been strong in this effort, leading the faculty in recruiting a group of young teachers, including women and members of ethnic minorities, of great teaching and scholarly potential. With Paul's leadership, the school has also attracted from other major schools several established teachers who have strengthened our faculty.

Part of the recent growth in stature of this school is the result of another special aspect of Paul's vision of the school's future: a law school must not only be excellent, it must be *seen* to be excellent. Its faculty may be fine teachers turning out seminal research; its library may be outstanding, its students superb, and its curriculum on the cutting edge of legal education. But if, in the world where law schools matter, its reputation is unknown or lags far behind the facts, students will not seek it out, faculty will start their careers elsewhere, and alumni will take no pride in its progress. Paul has therefore emphasized that the faculty must be known to the rest of the world by its scholarly production. Paul may not know, or maybe he does, that there is a kind of running joke within the faculty about the congratulatory memo that comes around whenever one of us publishes an article, or, less frequently, a book. The memo may be fun but the message is important to an aspiring faculty. We are, to some extent at least, what the world sees us to be. Paul's budgetary skill in making faculty research grants available has improved the faculty's ability to carry out its research obligations.

Paul has also worked hard to spread the message of Arizona's quality by bringing to the school an impressive number of the country's most prominent judges, lawyers, and teachers. They have come as lecturers, scholars-in-residence, and moot court judges. They range from Rex Lee and the late Wade McCree, through Dean Benno Schmidt of Columbia (now president of Yale) and Dean Jesse Choper of Boalt Hall, to Chief Justice Rehnquist, Judge Prentice Marshall, and Justice Cruz Reynoso. From the world of the press, Tony Lewis of the New York Times and Fred Graham of CBS also spent time at the school. These visits have enriched the intellectual life of the school and they also have had the effect of spreading our reputation across the nation.

As the chairman of the committee that recommended Paul's appointment in the first place, I have been one to whom Paul brought his concerns and problems. I can testify to his commitment to the best interests of our students. He is, in fact, one of the most popular teachers on the faculty. He has also compiled an impressive record of publications even while consumed by administrative duties. His return to full time teaching and research will itself be a gain for the school.

A dean's job in a dynamic law school is never completed but Paul can turn the office over to his successor with the sure knowledge that the school's momentum has increased during his tenure and that it is fully prepared for the next stage of its progress.

