



“No person [has come] to the dean’s calling better prepared.”¹

So said Dean Carl Hawkins in May 1990 on the appointment of H. Reese Hansen as dean. This assessment was not gratuitous. Dean Hansen was acting dean for 10 months prior to his appointment, and for 15 years before, he had been the Law School’s consummate “first mate,” responsible for admissions, student affairs, general administration, and the preparation and defense of every budget submitted by the Law School to the university since 1974.

H. Reese Hansen steps down as dean of the J. Reuben Clark Law School in June of 2004. Here is a portrait of the 15 years of his tenure.



by Scott W. Cameron

Dean Hansen had, at one time or another, directed almost every part of the Law School administration. Now, 15 years later, he is stepping away from administration and into full-time teaching.

By the fall of 2003, Dean Hansen had greeted 15 entering classes with the same sage observation: a student's achievement at graduation is better gauged by what the student has become than by what the student has learned.² A careful look at what the Law School has become in the past 15 years is also the best gauge of this dean's effectiveness. Years of seamless progression are the hallmark of his leadership for over half of the Law School's existence. Associate Dean Constance Lundberg, with her insider's view, attributes this smooth advancement directly to Dean Hansen: "I have never known anyone with equal insight into the governance of organizations." In characteristic fashion, Dean Hansen would direct this credit to the entire Law School community, invoking the blessings of heaven on "efforts to become the best in all ways that we can be."³

Dean Hansen's focus has been on nurturing the Law School community viewed in context of the founders' aspirations, its growth in its first 15 years, and continuing its progress through the last 15 years. A look at the Law School's interaction with those affected by its mission through the last 15 years is a good way to gauge the effectiveness of Hansen's deanship.

The University

Dean Hansen has been quick to acknowledge the dependence of the Law School on Brigham Young University and "the unwavering support of The Church of Jesus Christ of Latter-day Saints."⁴ He attributes every accomplishment to the direction of the Board of Trustees and the generous funding the Law School has received. In return the university and its board have expressed confidence in Dean Hansen by extending his deanship. All academic deans serve at the behest of their respective university presidents and boards of trustees, with the average tenure nationwide being approximately six years.⁵ At BYU, deans generally serve for a five-year period and, on occasion, an additional five-year term. Dean Hansen has served an unprecedented three terms, working successfully under three presidents of the

university and gaining their esteem. Always acknowledging the interdependency of the Law School with the undergraduate institution, Dean Hansen has maintained his strong advocacy for the Law School tempered by his acknowledgment of the needs of the university and of the kingdom.

Having prepared the Law School budget for over 30 years, Hansen can look to the appropriate acquisition and disposition of funds as a particular strength of his deanship. There have been years of plenty and years of relative scarcity. Dean Hansen has carefully navigated each year, managing to keep the Law School on an even keel—no small task when the budget has increased more than 12 times since 1974. Originally the Law School received 100 percent support from the university, while now over 25 percent of the budget comes from the endowment. The budget has a personal face to the dean: it affects the daily lives of more than 80 full-time Law School faculty and staff members, 29 adjunct faculty members, and 483 students. To first create a plan that projects the needs of the institution, then to advocate for the level of funding sufficient to meet those needs, and then finally to control the purse strings to ensure that those needs are met is a formidable task. The fact that the budgetary voyages have been without incident attests to the dean's skill as navigator.

The Endowment

With one eye on the needs of the Law School in its quest for excellence, Dean Hansen focused on increasing the Law School Endowment to supplement the generous economic base provided by the university. While he did not think he was well suited to be a fund-raiser, becoming captain of the ship propelled him into the fund-raising arena. With enthusiasm, savvy, and the able assistance of a full-time development director,⁶ Hansen has increased the Law School Endowment fourfold in 15 years and protected it in a difficult market. The increase in the endowment has been fueled by implementing such diverse projects as the Rex E. Lee Chair, the Scholley Mediation Project, the Scholley Library Collection Endowment, the Mary Alice Woolley Fund, the Christensen Advocacy Fund, and the Rex E. Lee Advocacy Program. In addition, efforts to increase funding for the Wilkinson

and Sutherland Chairs and seven existing professorships were handled simultaneously along with the establishment of four new professorships, now averaging \$450,000 each as well as with the establishment of five new scholarship funds.

Even with the increase in the endowment, another \$11 million was needed for the expansion and remodeling of the Law Library on Hansen's watch. Working with a committee of alumni and members of the J. Reuben Clark Law Society, a grassroots campaign was augmented by several major donors and capped by a generous matching gift from Utah philanthropists Jon and Karen Huntsman. The entire cost of the project was raised before construction was completed, and the dedication of the Howard W. Hunter Law Library was held on March 21, 1997. In addition to the 90,000 square feet of new space, the remodeled library has more window space than the rest of the Law School combined.⁷ These funds were raised apart from the endowment, and when added to the other Hansen generated monies, ranked the Law School among the top 20 percent of law schools in the nation in terms of donated funds.

BYU Law Alumni Association and the J. Reuben Clark Law Society

Solidifying ties with the Law School's alumni and friends has progressed hand-in-hand with the endowment's increase. When Hansen commenced his service as dean, the BYU Law School Alumni Association existed in name only. Fifteen years later it boasts a membership of 4,200 and a dedicated board of 90 (three representatives per graduating class). Through the work of the Law School Alumni Association, graduates are not only continuing their associations with one another and with the faculty, they are also contributing to the growth of the Law School. For instance, in 2003 the annual fund raised \$300,000.⁸ Alumni also assist the Law School in mentoring students, answering questions about law school and the profession, sponsoring internships and clerkships, and helping third-year students secure permanent employment. Virtually all moot court, trial advocacy, negotiations, and other competitions both intraschool and extracurricular are judged by alumni.

The idea to establish the J. Reuben Clark Law Society was born the year before Hansen became dean through a collaboration between

From H. Reese Hansen

As I conclude my tenure as dean of the Law School, I want to use this space to express my gratitude and best wishes. It has been a singular honor to have been dean of the BYU Law School. In the years prior to 1989 when I assumed the deanship, I had the blessing of working under three deans: Rex E. Lee, Carl S. Hawkins, and Bruce C. Hafen. They were leaders of uncommon vision and extraordinary skills, each in his own way and time, providing just what was needed in establishing and nurturing the Law School. Although I had worked closely with them as associate dean and had a fair knowledge of the workings of the Law School, I did not understand the multitude of blessings that would come to me in my role as dean.

I have enjoyed working with the wonderful men and women in the faculty, administration, and staff at the Law School. Their constant and reliable service has been critical to the successes we have enjoyed. The students have provided a seemingly inexhaustible infusion of eagerness, energy, and optimism. The remarkable accomplishments of our graduates testify to their innate goodness as they serve with distinction in the profession, in their communities, and in the Church. We have been blessed by the growth and strength of the J. Reuben Clark Law Society, a product of the vision and commitment of the society's leaders over the years. All of these associations have richly blessed my life. I am also grateful for the unwavering assistance of the university and the Board of Trustees, who have ensured our success through their willing support.

I have an increasing sense that the mission of the Law School is becoming more evident and that the lives of our graduates will demonstrate the wisdom of those who established a law school at BYU. I have seen a growing number of unexpected opportunities for the Law School to impact important issues in our society. I have absolute confidence in the Law School's future because of all who believe in and support what we are doing. I will be eternally grateful for the privilege of being the dean of the J. Reuben Clark Law School for a season, and I extend my hope for continued blessings as the mission of the Law School unfolds.

Dean Bruce C. Hafen and Washington, D.C., attorney Ralph Hardy. But it was during the administration of Dean Hansen that the Society grew from an idea to an organization of more than 6,500 lawyers who emphasize the Society's values of "public service, loyalty to the rule of law and the Constitution of the United States, and an appreciation for the religious dimension in both American society and a lawyer's personal life."⁹ The Law Society has been organized into 48 chapters in cities throughout the United States, with international chapters in Canada, Mexico, England, Brazil, New Zealand, and Australia. Each chapter plans events on a quarterly basis for its members, ranging from pro bono activities to CLE presentations to social events.

The Law School, the BYU Law School Alumni Association, and the JRC Law Society also sponsor a fall Founders Day dinner that has attracted thousands of participants and drawn on speakers like Elder Bruce C. Hafen, President James E. Faust, and Elder Neal A. Maxwell. These activities and the positive effect on the lives of those involved were not anticipated 15 years ago. The *Clark Memorandum*—the law alumni and Law Society publication—was in its infancy when Hansen became dean. Fifteen years and 30 issues later, it has had an impact on alumni and Law Society readership. The publication of *Life in the Law*, a compilation of speeches given at the Law School and printed in the *Clark Memorandum*, has sold over 2,000

copies. The J. Reuben Clark Law Society directory, which is published annually and includes 6,500 attorneys, has proved to be a valuable resource for members to keep track of colleagues and for the referral of clients.

The Students

The most valuable resource of the Law School is its students, and while the culture of a law school is affected by its alumni and friends, a dean's primary focus is on educating students. At first glance, the dean's responsibility to law students seems quite simple: (1) prepare them with the requisite knowledge to pass a bar examination, (2) give them the skills necessary to function as capable attorneys, and (3) arm them with the ethical standards to protect the trust that will be reposed in them as counselors at the bar. However, the process of selecting and admitting the students is more complex. For example, what are the criteria on which to predict which students will have the requisite ability to acquire the knowledge and the skills that will be necessary? What should the make-up of the student body be? What skills or attributes are most important? How do you find students with those qualifications and attributes? How do you admit them? How do you insure that they will attend this school once admitted?

Dean Hansen did not answer these questions casually or by chance. Along with his faculty and administrative colleagues, he

sought to improve the demographics of the Law School. One year into his deanship, the faculty adopted a policy statement that has been a catalyst for expansion of the Law School's role and vision:

The J. Reuben Clark Law School seeks diversity, not simply as a desirable improvement but as indispensable to quality legal education. The Law School is guided by the conviction that legal education must teach students to examine the moral integrity of the law and of their role as prospective lawyers. . . . Given the growing numbers of law firm colleagues, clients, disputants, and jurists who are women, people of color, the differently-abled, and others from underrepresented communities, we seek to equip our graduates to adjust to the cultural changes and to speak responsibly to the challenges that lie ahead.¹⁰

That policy statement has become a reality. In 1990 less than 25 percent of the law students were women, while in 2004 more than 40 percent of the students are women. The LLM program for foreign students was established under Dean Hafen's administration, but it was not until 1992 that the requisite number of students was being admitted yearly. The admission of these foreign students coupled with the increase of students from diverse backgrounds from under 8 percent to over 17 percent has happened while Dean Hansen was at the helm.

Speaking to the class of 1999, Dean Hansen noted the progress that had been made:



A groundbreaking ceremony on May 1, 1995, initiates an expansion of the Law Library that would double its floor space.

Your class is made up of people who come from many walks of life, from all over the country and the world. You are surrounded by a group of people who have been carefully selected to bring together persons of uncommon intellectual ability who also have life experiences and cultural backgrounds that will enrich your education . . . Because to study law is to study the regulation of human interaction, a knowledge of the different mind-sets, world views, ethnic groups, tribes, religions, and genders that make up the global family of man and is essential in your education."

These demographic changes have been accompanied by significantly higher entrance statistics among admitted students. The median score on the Law School Admissions Test (LSAT) has increased from 160 to 164 (83rd to 92nd percentile) and the median undergraduate grade point average (UGPA) has increased from 3.4 to 3.6. Based upon these two indications (LSAT and UGPA), the

Law School's 2003 entering class ranked 14th among U.S. law schools in selectivity.¹²

Another indicator of the strength of the admitted students as well as the strength of the program is the percentage of graduates passing state bar examinations. While the bar passage rates have been consistently high over the years, they have increased in every jurisdiction over the past 15 years. For example, in 2003 all 62 of the Law School's 2003 graduates passed the summer administration of the Utah State Bar examination. The overall pass rate in all jurisdictions combined was in excess of 90 percent, including a pass rate of over 90 percent on the California Bar, which is generally the most selective bar examination. In 1989 the Law School was ranked among the second 50 law schools by *U.S. News & World Report*. In the past five years, the Law School has ranked between 29th and 37th in that ranking.

The Faculty

The stories of the recruitment of the first faculty are legendary, and the influence of these professors on the school has been monumental.¹³ The retirements of Deans Lee, Hawkins, and Hafen and professors Sabine, Parker, Riggs, Kimball, Jacobs, and Davis and the recruitment of new faculty were among the weightiest decisions of the Hansen administration—a 38 percent change in faculty occurred during this period. In a symposium on the deanship, Dean Hansen opined that the selection of the faculty would have the most lasting impact on an institution.¹⁴

This burden was made lighter by sharing it with longtime friend and colleague Clifton Fleming. Having both come to the Law School in 1974 and having worked together as associate deans to Bruce Hafen, it was natural for Fleming to continue as academic associate dean with Reese as dean, a position Fleming has now held for 18 years. Knowing that "[t]he reputation of a law school depends primarily on . . . [the faculty] and the quality of their work in the classroom, in published scholarship, and in professional and civic service,"¹⁵ the deans worked carefully with the faculty recruitment committee in the selection of 10 new professors who would continue the tradition of faculty excellence. The wisdom of their decisions in hiring David Dominguez, Fred Gedicks, Jim Rasband, Kif Augustine-Adams, Larry EchoHawk, Marguerite Driessen, Tom Lee,

Brett Scharffs, and John Fee will be felt over the next generation. When asked his view of his colleagues on the faculty, Dean Hansen said, "The Law School has been blessed with a remarkable faculty of men and women who are committed to the mission of the Law School. In addition to their teaching and scholarship, their lives have demonstrated the successful integration of faithfulness and professional excellence."

To assist with new programs at the Law School, 10 part-time faculty members have been added in the past 15 years, and the number of adjunct faculty, now numbering over 40, has more than doubled in this period. Changes in the faculty and the addition of part-time and adjunct faculty have enhanced the curriculum, balancing theoretical and practical courses. Cooperation with faculty in solving questions regarding changes in the curriculum has been a hallmark of Dean Hansen's administration. This is no small feat. One university president has said that modifying the curriculum was "roughly equivalent to moving a cemetery."¹⁶ The creation of the Rex E. Lee Advocacy Program has altered the teaching of research and writing in the first-year curriculum, and coupled with the Schoolley Mediation Project, the number of skills-related instructors has increased by 14. In addition, three faculty positions have been added to the Law Library.

The Administration and Staff

Dean Hansen has attracted and then maintained a steady administrative crew. Last year saw the retirements of Carolyn Stewart and Lola Wilcock, but still serving are associate deans J. Clifton Fleming, Constance Lundberg, Scott Cameron, and Kathy Pullins; Law School registrar Nancy Hamberlin; administrative assistant Peter Mueller; and associate law librarian Gary Hill—all having served the entire deanship. With the growth of the Law Library, J. Reuben Clark Law Society, the BYU Law School Alumni Association, and the expansion in curriculum, the administrative team has been strengthened by associate dean Kevin Worthen, assistant deans Mary Hoagland and Carl Hernandez, administrative assistant Lisa Cope, and the Law School budget director Jeanette Befus.

To help meet the administrative demands accompanying the new programs, nine staff

positions were added during the Hansen deanship. The close cooperation of the administration and staff has created a warm atmosphere at the Law School. Significantly, Dean Hansen has always been concerned about the working conditions at the Law School and has used earnings from the endowment to enhance the work environment.

Conclusion

An institution's safe passage is not the work of a single individual; however, the person at the helm charts the course. The health

have been trained here and the progress the Law School has made under the leadership of H. Reese Hansen.

The changing of the deanship is a time to chart growth, check bearings, and gauge progress. The accomplishments of the past 15 years should be celebrated, and Dean H. Reese Hansen, who has been at the center of each of them, deserves the universal thanks of each person whose life has been affected by its safe passage. Associate Dean Kevin Worthen speaks for the entire Law School community when he observes: "I've

and two surgeries on his right arm—as well as nine years as a stake president. The Hansens have met both opportunities and obstacles with optimism and grace. The ceremonial obligations attended, the chicken dinners eaten, and the miles traveled are all legion. The Law School community, alumni, and friends are grateful for the extraordinary service of this wonderful couple. Reese will continue as professor of wills, trusts, and estates at the Law School. He will continue to share the wisdom he has gained in navigating the Law School for the past 15 years.



Church President Gordon B. Hinckley looks on as Dean Reese Hansen speaks at the dedication of the Howard W. Hunter Law Library on March 21, 1997.

and vitality of the Law School can be seen in its continuing close relationship with the university, the significant growth of its endowment, the development of its constituent organizations (J. Reuben Clark Law Society and the BYU Law School Alumni Association), the increased strength in the credentials and the demographic breadth of its students, the expansion of its curriculum, and the scholarly productivity of its faculty. In opening ceremonies for the new Law School, then university president Dallin H. Oaks opined that the "special mission of the Law School and its graduates will unfold in time."¹⁷ The unfolding of that mission continues in the individual lives of the students and alumni who are or

often wondered whether Reese has a crystal ball hidden away in his desk. I'm sure his extraordinary ability to discern in advance what issues would be important, how people would respond, and where things would end up is largely due to his keen intellect, perceptive insight, and vast experience, but his judgment of such things is so often dead-on that I am convinced that he has some kind of special advantage in that regard. He is truly blessed with the kind of 'wise and . . . understanding heart' that God granted to King Solomon (1 Kings 3:12)."

Tied with his professional accomplishments have been the dean's personal contributions; perhaps the dean's greatest contributions have been personal. Reese and his wife, Kathryn, who Dean Kathy Pullins correctly observes "complements Reese in every respect," have been exemplary human beings. The past 15 years have also witnessed Reese's successful but wrenching bout with cancer

NOTES

- 1 Carl S. Hawkins, *The Founding of the J. Reuben Clark Law School* (1999), 117.
- 2 H. Reese Hansen, "A Special Obligation," *The Clark Memorandum* (Fall 1999), 17.
- 3 *Ibid.*, 19.
- 4 The Law School Bulletin, Letter from the Dean, 2000–2005.
- 5 Allan Tucker and Robert A. Bryan, *The Academic Dean* (New York: Macmillan, 1991), 266.
- 6 Bruce M. Snow, June 1987 to August 1999; Lothaire Bluth, June 1978 to February 2000; Winston Wilkinson, May 1999 to September 2001; Richard Firt, November 1999 to July 2002; and Kelly Reeves, August 2002 to the present.
- 7 Seismic upgrades to the Law School building were also added at this time. While the avant garde structural beams may not have added aesthetically to the building, the Wasatch Fault does not seem quite so ominous to those who study, teach, and work at the JRCB.
- 8 This sum includes matching funds from the President's Leadership Council, which doubled the amount donated by alumni.
- 9 The J. Reuben Clark Law Society Brochure, Brigham Young University (1988), 3.
- 10 "Diversity: A Unifying Commitment to Equal Opportunity and Excellence," appendix to *Self Study* (Provo, Utah: J. Reuben Clark Law School, 1991).
- 11 H. Reese Hansen, *A Special Obligation*, 18.
- 12 2003 American Bar Graduate Schools, *U.S. News & World Report* (selectivity rank of students).
- 13 Carl W. Hawkins, "The First Faculty Recruits," chapter 3 in *The Founding of the J. Reuben Clark Law School* (Provo, Utah: BYU Studies, 1999), 13–21.
- 14 H. Reese Hansen, "Except for the Problems, Being a Dean Is a Very Good Job," *The University of Toledo Law Review*, 33, no. 1 (Fall 2001), 78.
- 15 *Ibid.*, 78.
- 16 *The Academic Dean*, 37.
- 17 Dallin H. Oaks, "Address at the Ceremony Opening the J. Reuben Clark Law School, August 27, 1973" (Provo, Utah: J. Reuben Clark Law School, 1973), 4–5.

by John W. Welch

and with all thy

and with all thy

8. But, behold, I say unto you
that you must study it out
your mind; then you must
be right, and if it
cause that you
burn within you
you shall feel that
it.

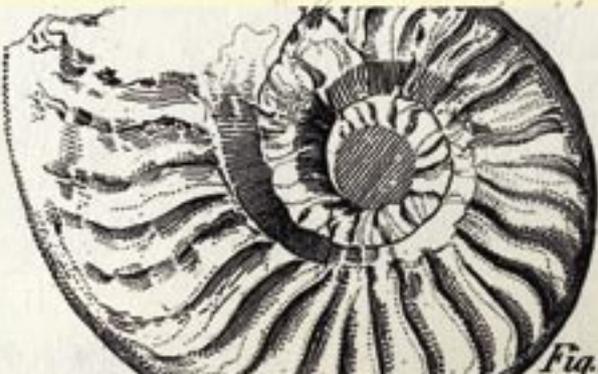


Fig. 20

President Samuelson,
brothers and sisters: I
am humbled to address
you. For almost 40 years
my wife and I have
been blessed by the full
life of the mind offered
by Brigham Young
University—first as stu-
dents, where we met
in the library, and now
as we both serve on the
faculty. For 23 years I