

**Oral History of Dean Broderick
Sixth Interview**

This interview is being conducted on behalf of the Oral History Project of The Historical Society of the District of Columbia Circuit. The interviewer is Robert Gross, and the interviewee is Dean Katherine Shelton (“Shelley”) Broderick. The interview took place on Friday, December 7, 2018. This is the sixth interview.

MR. GROSS: Good afternoon, Shelley.

MS. BRODERICK: Hi Robbie. It’s great to see you again.

MR. GROSS: It’s been a long time. It’s December 7, 2018. We think we last spoke in May of 2017, and because history continues to unfold, we thought we would have another chat to talk about what’s happened, some major things that have happened since we last spoke, including, most prominently, your decision to step down as Dean. I think we want to use today to talk about what went into that decision, and then maybe before then, up to you, some of the other major things that were happening in the last couple of years at the law school, and I’ll leave it to you to figure out where to begin this story.

MS. BRODERICK: That you, Robbie. It’s such a pleasure to see you and be with you today and always. Thank you for all you’ve done to make this happen. I could not be better served. I really am delighted.

MR. GROSS: And fun for me.

MS. BRODERICK: So I think the place to begin is in 2014. As I have mentioned, my husband died in 2013 after six years with brain cancer. Later in 2013, as I was sort of swimming to the surface after a long time feeling like I was below the surface in some ways, late in the year I was diagnosed with cancer, and I

got the one you want, which is a Stage 1, easily addressed, and so in January of 2014, I had surgery and a hysterectomy, and I was cancer-free. That was a moment in time where I spent five weeks on my living room couch and had time to reflect.

I did feel that was piling on, but I had surgery, and it was very successful. It was winter, and I had a fire in the fireplace every day, family and friends came by with meals, and I read a lot. I negotiated a lease with Law Students in Court to bring in a fabulous criminal clinic to the law school, from my couch, and also completed plans for our Black Farmers project from my couch, but, otherwise, I had a chance to think. And I realized that I was sixteen years into being Dean, and I needed an exit strategy. So I began to think about how I could leave us in the very best possible position for the next chapter and how I could clean up a few things that would prove to be potentially embarrassing.

I knew that we were going to have an ABA accreditation visit in 2016. No new dean wants to come in and have to devote 100% of his or her time to preparing the 2,000 pages of documents, to updating every policy and procedure, to doing an internal audit of how everything is working with regard to the 57 pages of accreditation standards. No one wants to do that. In fact, you want to come in right after full accreditation is reconfirmed, and now it's time for a new vision and time to move forward. So the visit was to be in 2016, and I knew with the ABA and

how it operates that it would be 2017 by the time we would have the final results. So that was an organizing principle.

I also felt strongly that it was important to have an excellent administrative team in place and begin really thinking about that in a number of ways. I wanted very much to radically enhance our fundraising policies and procedures and successes, and I wanted to reconceive of our law school Foundation board and modernize the functions for the Foundation board.

Those were the organizing principles for the last chapter of my deanship. So first with accreditation, as part of accreditation, you go through a whole strategic plan. We thought long and hard about what to focus on, and it really was the opposite of our prior strategic plan.

MR. GROSS: Can you remind us when the last accreditation was.

MS. BRODERICK: We received full accreditation in 2005. When you do that, the accreditors come back in three years, and thereafter, every seven. So we had another full accreditation visit in 2008. It went swimmingly. In 2007, in preparation for the 2008 visit, we launched a strategic planning process, and the faculty and the community came together and said we wanted to do in effect four things. We wanted to start a part-time program, we wanted to start an LLM program, we wanted to have our own building, and we wanted to have an immigration and human rights clinical program. And the fact is, in the next few years, we accomplished all of those things. So we know how to do strategic planning, but this time, it was time to

really look inward. The whole landscape changed, the application pool to law school nationally plummeted, the rap was that law schools are far too expensive, and they don't actually train you. Law firms have to train you. We have the greatest story in the world because we actually train you to be a lawyer, and we're incredibly affordable. So you can graduate from our law school and not be in hideous debt. And you can actually be a public interest lawyer or a government service lawyer. It's a wonderful model, it's just that we really haven't been able to get the message out nationally as well as we need to do.

Another piece of my thinking was to harness some sort of way of going forward with a communications strategy. We just didn't have the person power to do it, and we really didn't have the leadership to do it going forward, so that was another piece of the strategy. So we did a strategic plan. Necessarily in these days it had to focus on the spectrum from recruiting, enrolling, retention, academic support, graduation, bar passage, jobs. So that is the continuum, start to finish. How are we doing, how can we enhance and improve what we're doing, what's it going to take. So the community came together. Our alum and then-dean of experiential and clinical programs, Jonathan Smith, together with our then-academic dean, Laurie Morin, did a wonderful job leading the strategic plan. I was intricately involved in it. And one of the focus points that we had was we're small and we're caring, and we provide individualized support for every student, and how do we think about that

as we again conduct an audit of where we are in compliance with the accreditation. How do we think intentionally about ensuring that? We're doing what we do with an individualized student center approach. It was delicious. It really was.

MR. GROSS: That's not easy to do.

MS. BRODERICK: It's not easy to do. It was a difficult process. Strategic planning is necessarily difficult. It's hard, because people have strongly-held views and feel more strongly about one component or another of who we are. We're the public school. We have to be open and available to all who come here, whether they want to be public interest lawyers or not. That's true. But we are by history and by statute required to have a strong clinical program where we really train our students, and we're an access school. We want to be affordable. We're a historically black law school. So how do those three mesh, and how can we bring everyone on board to embrace all of those together. It's more than a notion.

So moving forward, we had the accreditation visit in 2016. It went extremely well. I'll tell one story. I invited the president of the University to come meet with the faculty after the exit interview, after the ABA team left, a week or two later, and he described how it went and closed by saying, "I'll have you know your Dean chased me down the school to take me to task for not be enthusiastic enough with the ABA team. Enthusiastic? It was a love fest. There was nothing I could say," he said.

One of the faculty members said, “I hope you were armed when she came after you.”

But in any case, it was an excellent site visit. It went as well as it could possibly have gone. The ABA gave us a number of nitpicky things. They took us to the task for accepting a student who had not taken the LSAT. And a faculty member asked how could you have done that, and I said I can’t wait to write the response to that question. The only question we only ever took without the LSAT was a guy named Matt Kaplan. He was an Oberlin graduate with honors, he worked on Capitol Hill for many years for the congresswomen who represents Oberlin. He made the decision that he needed to go to law school because he didn’t feel that he was sufficiently educated in the legislative process to do what he was tasked to do, and so he decided to take the LSAT. He was denied accommodations. He had been accommodated all of his life. He provided all of the information needed, and the Law School Admission Counsel denied his application for accommodations. So he sued them. In suing them, during the course of the lawsuit, the Department of Justice came in on his side. I really felt that given his extraordinary academic record, his outstanding references, both academic and non-academic, and his status as someone suing LSAT, that I was justified in providing him the opportunity to pursue a legal education. During his law school career, he won the case, and LSAT had to pay a lot of money and had to provide accommodations going back five years. Matt and I did television shows

and radio shows about it, and we had a symposium about it. The Department of Justice joined us in talking about him. He's a hero. He, by the way, graduated with honors, was a Law Review editor, passed the D.C. bar immediately, clerked in the Court of Appeals, and is a wonderful lawyer today. It was a good call, and I was very happy to write that up, and yes, the ABA permitted that. We were still fully accredited, notwithstanding that sin.

MR. GROSS: This is my own curiosity. They will allow you an opportunity to respond, and then they respond to that response?

MS. BRODERICK: They take that back through their process and so forth.

MR. GROSS: It's important that we get these things on the record because you know the ins and outs of the accreditation process better than most [laughter].

MS. BRODERICK: And it takes months and months, back-and-forth. They'll give you five months to draft your response, and then that will take another five months. So we didn't actually get the final blessing that we were in full accreditation until May of 2017. So the site visit was in February of 2016, by the time they wrote the report and we responded and so forth, it was a long time.

So that was that piece of it. The wonderful academic dean had made the decision to step down, she agreed to do the job for two years, gave two more years, and so after we got the accreditation, she stepped down with loads of notice, and I invited a fabulous member of the faculty, LaShonda Adams, to be the academic dean. Just showing the majority of

the institution, we had one academic dean for fourteen years and then another for four. How about a model where you agree to come for three years, and so it turns over, and lots of faculty members get to have the chance in that leadership role, but not forever. You're not giving up your legal practice and your teaching, but you take on a leadership role for three years, and anybody who has any interest in that can take a turn, but it's not a life sentence. So what better time than right after an accreditation visit where we had done an audit to make sure that every policy was in compliance, that everything was up to date and modernized and so forth, and then bring someone in, following an excellent academic dean who had the sabbatical list in perfect shape, it was pristine. So someone could come in for three years, and LaShonda agreed to do that and has done a spectacular job. In any case, we had a good, strong leadership team. A couple bumps in the road where a couple people got other opportunities or retired, so we had some changes, but we did some very effective recruiting and brought in a very strong team. But I'm getting a little bit ahead of myself.

So the second thing I really wanted to do was transform our fundraising and really focus on it, so I actually asked around to some friends about their fundraising. I talked to a number of people, including, notably, David Stern, who runs the Equal Justice Works, which raises millions of dollars for law students who want to go into public interest jobs, and for law students to do summer public interest fellowships. So

it's very similar to ours. David Stern recommended someone called David Simmons, who had just retired as his fundraiser, who could serve as a consultant and come in and assess what we were doing and guide us on the best way to go forward. So I hired David Simmons. We interviewed some people but hired David Simmons. David Simmons felt strongly that we could be successful if we did an annual event, and David Simmons helped me to draft a position description for someone to be our development director who was an events specialist. And in fact, I'm not proud of this, but I'm happy about it, we stole the Equal Justice Works' second in command development person. Mizou Suito joined us. She's Japanese-American. She is perfect. After a long period of assessing and putting it together and recruiting and bringing someone in, we planned and brought about our first gala, and we raised a half million dollars the first time out of the gate. We had the Mayor, we honored the general counsel to Washington Gas. Have I told you this?

MR. GROSS: No, and I'm glad you're going into the details of the gala.

MS. BRODERICK: We decided to honor a general counsel for Washington Gas. Washington Gas was going through a merger with a Canadian company, and they were between them using every law firm in town so that all the law firms wanted to come out and show love to the general counsel. Again, the Mayor came and made a wonderful speech. Eric Holder agreed to bestow the honor on the general counsel, Leslie Thornton, of Washington Gas. We highlighted the work of our Immigration and Human Rights Clinic

and the service learning trips that they did, so students had actually gone to the border and worked with families who had fled gang violence and other nightmare situations in South and Central America, so they appeared at the gala, two students, who were wonderful. It was just a huge success. I served as the emcee. We also wanted to honor someone internally. We selected Judge William C. Pryor, who had begun teaching at the law school in 1988 when we opened the new D.C. School of Law. He was an only child, raised in D.C. all of his life, he went to Dartmouth and then to Georgetown Law School. He was a prosecutor and became a judge on the Superior Court and ultimately the Court of Appeals, and he was chief judge of the Court of Appeals. And I hired him in 1988 when he stepped down as chief judge, and he has been with us ever since. The students worship and adore him. One of his students who had gone on to a very successful career at the Public Defender Service introduced him and talked about what a role model he was. The whole evening was absolutely wonderful. At the dinner break, a dear friend of mine, Michele Hagans, who is a home builder, a minister, and a former chair of the board at UDC, she and I have been friends since the 1990s, she called me over and asked how much does a scholarship cost. I said "Michele, you should know, you gave me one this year, \$12,500 for a D.C. resident." She said, "Are there any in your name," and I said maybe one day. She said, "I'll do four in your name. Go announce it, and maybe someone else will be inspired." So when we got back, the honoree announced that she would be giving a

\$50,000 scholarship. She would personally be giving that. I was able to then say Michele Hagans is giving \$50,000 for four scholarships. The chair of the City Council announced that the D.C. Council would be providing a 25% match, and in the end, we raised a half million dollars. And the feeling in the room was absolutely amazing. It was absolutely amazing. And we knew we had a model that would work. People talked about it everywhere.

MR. GROSS: And that would be an annual event?

MS. BRODERICK: Yes. An annual event. So I've addressed accreditation and fundraising.

MR. GROSS: You mentioned fundraising policies as well.

MS. BRODERICK: Thank you for paying such good attention. We have a private 501(c)(3). The D.C. School of Law Foundation was launched in 1992 when, on September 3, 1992, the legendary Joe Rauh attended a session, I've talked about one of our entering student receptions, and was so in love with what we were doing and the passion and spirit of our students and their public interest drive, he was thrilled, and later that night he had a heart attack and he died. We started this Foundation because we had a goal of raising \$1 million for our first endowed chair, the Joseph L. Rauh, Jr. Chair of Public Interest, and Wade Henderson was selected as the Joe Rauh Chair of Public Interest and has served until this year. So from 1992 to now, maybe it was 1993, but to now, Wade Henderson, who in his day job was the executive director of the Leadership Conference on Civil and Human Rights. It doesn't get better than that. So it was Wade Henderson who

was able to help me land Justice Sotomayor and many other great speakers for our annual Joe Rauh lecture.

There was a Foundation board, and it was made up of friends of Joe, so it was mostly law firm partners. It started in 1992, so as you might imagine, some of them are getting up there. In fact, the chair was Joe Rauh's son, Mike Rauh, who I think is now 83. He's up there. The Foundation, the 501(c)(3), is where we have all the fund accounts where all the fundraising is managed and so forth. We really needed to take a fresh look at our bylaws, and I asked the Foundation board to do that, and the executive committee agreed to be a special task force to redo our bylaws and to modernize them, to put in term limits, to grow the size of the board. We didn't want anyone to leave, but we wanted the capacity to bring in some younger folks and some other members of the board who could really help us jack up our fundraising. We are currently managing partners of law firms and so on. In fact, at our first gala, Leslie Thornton was so inspired by this event that she agreed to join the board. I asked her, she was in just the right mood, she said yes. She can help us going forward. It took a year to do the bylaws. We had Arnold & Porter as a pro bono matter, bless them. They reviewed our bylaws, they were all in compliance with the appropriate laws, and so forth, and we grew the size of the board. In fact, as part of that, Mike Rauh, our fabulous long-serving board chair, was asked to become chair emeritus, and Jon Bouker, who's a very important partner at Arent Fox, is now the chair, so there's new

leadership, new energy, new vision, and we still have Mike, so we have our cake and eat it too.

So I was delighted with that whole process, although it was hard. Change is hard. It took a lot of thinking and back and forth and iterations, but we got that done. The new dean will have opportunities to help fill seats and to move us forward in new ways.

MR. GROSS: Accreditation is in place, you're feeling good about the fundraising and the financial stability of the institution, you like your administrative team.

MS. BRODERICK: We have a strong administrative team. We also shook loose some money from the university to move the law library into our basement and completely renovate the lower level of the law school from the dungeon that it had been, where no one wanted to go, to the gorgeous newly envisioned library space that we have now. And again, we had a very senior, close-to-retirement librarian. We hired a consultant from Georgetown who has been to every law school, knows what the modern law library should look like. It's not like we read books anymore. It's all Internet, it's database driven, so what should a law library look like. What are the study spaces, do we still use carrels like we did when I was in law school? Why no, we don't. How do lawyers solve problems? They work together in small groups, so you need a lot of small study rooms where people can work together. We got the help we needed to reimagine what our law library space should look like, to deaccession massively because no one has taken this book off for two decades. It's a new day. We also

got the money to renovate the clinical floor, the third floor, so that completes the complete renovation of our existing building. We've never had space that was built to suit, to house our signature program, our clinical program, and now we do. That is actually coming on line this semester, so any minute that will be on line. But I felt great about finishing the building. Again, because the new dean will be able to focus on things other than shelter, basic policies and procedures. Nobody wants to do that.

MR. GROSS: True, but those are the things that you've spent much of your career doing.

MS. BRODERICK: It's okay. I was very happy to have gotten to a lot of the places we needed to be. I should add that the university had new leadership, so we've now had the current president, Ron Mason, for three years. He is a lawyer, a recovering lawyer, he calls himself. He has been in higher ed, and he's been a college president for twenty years or so. He's a member of the faculty of the law school and cares about the law school, regards it as the jewel in the crown, participates in our events, encourages other portions of the university to adopt experiential learning and to fundraise like the law school and to step it up, step up their game. So that feels good. Having that kind of leadership and somebody who really understands the law school and has been through the accreditation, that also holds the next dean in good stead.

I got all set over the Summer of 2017, after that wonderful letter, to announce in the Fall of 2017 that I would be stepping down at the end of

academic year 2017-2018, so in June of 2018. The day I got back from summer vacation, our dean of students announced that she was leaving for a big job at the bar. Two weeks later, the then-dean of experiential and clinical programs announced that she was leaving for a great civil rights job with the Lawyers' Committee for Civil Rights in D.C., and our librarian, who had announced her retirement. We had conducted a librarian search, and it was a failed search because the person we offered it to had family issues that meant she had to turn it down and we had to start anew. So I could not be the fourth member of a six-member administrative team to announce departure. It could be a little destabilizing, so we again had an excellent process. We hired a wonderful librarian. We went through that whole search process again, and we got a young, hard-charging, she had been interim dean at Temple. Temple offered her the job for the permanent job, and she turned it down to come to us. She has a master's degree in marketing and communications, so this brought us communications leadership, and she is now the head of our communications task force. We were able to do some hiring so that we now have a second community outreach person, so we have social media. We actually have a writer, a social media person, the alumni director who does a lot of communication, so there's a four- or five-person team working under the leadership of someone who knows that they're doing to get our message out, to tell our story in a much more professional way. We reached out to Renee Devine at GW, who is the legendary Dean of

Students and has held other administrative positions, and I said, “Renee, help. I need a dean of students.” It was my view that with three of the nine largest law schools in the country here in town that there would be individuals on some of their staffs who were ready to move up for a dean of students job but there wasn’t room for that. And sure enough, that’s what happened. So Renee did two things. I said we have no dean of students, our administrative team needs training, so in a couple of months it’s going to take us to hire someone, we need to know how to deal with students in crisis, how to provide accommodations, how to work with students with disabilities, and what character and fitness issues, as they arise, how do we deal with those. Renee put together a four-part 90-minute each training program for our whole administrative staff, and she also recommended a spectacular new dean of students from her own staff. So we now have Tamara Devieux-Adams, a wonderful Haitian American, Harvard graduate, Boston College Law graduate, who has worked in student services for many years and comes from a career services background, and every school wants massive help there, and she has been terrific on that front. Very professional. Just excellent.

We went inside to one of our revered faculty members, Matt Fraidin, a long-time clinical faculty member and scholar, to lead our experiential and clinical programs. We also had a major grant of \$462,000 a year permanently annually to add to our capacity to serve seniors across the academic programs, the clinical programs, and across the District, and

that funding has allowed us to hire two faculty members, a paralegal, a clinical fellow, and an associate dean for experiential and clinical programs, whose task it will be to develop the administrative infrastructure for our first-year community service program, for our clinical program, for our externship program, and for our summer public interest fellowship program. We needed somebody to administer those programs and see that they work well together, that we are communicating, that when you are thinking about joining the externship program, there are materials that show you pictures of students and quotes from them at the placements they went to, with the contact information, so that the next leader can seamlessly help them.

MR. GROSS: Did the grant come from the D.C. Council?

MS. BRODERICK: Yes it did. Brandon Todd, Ward 4, with great assist from Mary Cheh, Ward 3, and Phil Mendelson, the chair of the Council, were enormously helpful in landing that.

We got to “yes” in December, and I went to see the president in January to tell him that I would be stepping down effective in the summer. When I met with Ron Mason, I had with me a proposed search committee with all their contact information and why this would be representative of students, alumni, faculty, staff, board, and university, assuming he would have all kinds of his own ideas. He didn’t. He said okay great. As it happened, the faculty added folks, it was a very inclusive and great search

committee. I wrote my farewell to the troops and helped the president with his announcement.

MR. GROSS: Was he surprised by your decision?

MS. BRODERICK: He was, and he was very generous in saying the thing that doesn't need fixing. He was very generous in his kind remarks. We had quotes from the Mayor and from Eleanor Holmes Norton. Eleanor Holmes Norton did a whole piece for the Congressional record. It was overwhelming, really, for me, the response was overwhelming. People were very surprised. I guess after twenty years, are you allowed to leave.

MR. GROSS: You become one with the institution.

MS. BRODERICK: In fact, I'm in my fortieth year now, so it's absolutely time. Believe me, some people did a happy dance. I'm not going to lie. There were some very happy faces ready for the change, and I get that. One of the happy faces was mine. Not that I haven't loved every minute of it, almost, but it's time. I was ready, the institution, more importantly, is ready. The faculty and the community asked the president to hire a search firm to really help them do it right. I would have preferred them to just go to town. In fact, I looked around the country and printed out the resumes for three potential successors, people I didn't know, but people who on paper had that combination of caring about access, clinical legal education, social justice, with outstanding communication skills and leadership within a law school community. There are terrific people out there. I have spoken every other year there's a diversity conference to try to

encourage people of color to apply for higher administrative positions in the law school world, and I've spoken at that, frankly scouting for talent, and one of the candidates sent me a picture of the two of us at the most recent one of those events when she applied, and she was a finalist. I had hoped that they would be able to name someone to start in the fall of 2018. They went a different way, and John Brittain was kind enough, the unanimous choice of the faculty, to step up and become our acting Dean.

MR. GROSS: What was his role in the law school?

MS. BRODERICK: John Brittain is a senior faculty member. He had been a Dean at the Thurgood Marshall School of Law in the past. He's a very highly regarded civil rights lawyer. He's a wonderful man. He's a former Dean, and so he knows what it takes to be an institution builder. He attends every student event. I hope I follow in his footsteps. I have every intention of doing that, to be just a good citizen of the law school and really show up and be a great part of it. So he's done that.

My last semester was bittersweet, hard. I was more emotional than I hoped I would be, but I knew I would be because I am.

MR. GROSS: Can you talk a little bit about what was decided not in terms of who would be the next dean, but what would follow for you. So you had stepped down, and then what else was discussed about what would happen to you. Would you retire? Would you go off into the sunset? Would you stick around? What did you want?

MS. BRODERICK: Great question. I have, as I said, I'm now in my fortieth year. I had one sabbatical, and that was in 1992. My daughter was born. We would call that Family Medical Leave now. It was nothing like a sabbatical should be. I was a new mother, as it should be, I spent all of my time with my fabulous baby girl. I asked for and received a year sabbatical. In twenty years of Dean, I had foregone three-and-a-half, and the president graciously agreed to that. I will come back onto the faculty. I just recently filled out a form with all of the things I was interested in and willing to teach, and hopefully, my new dean will select wisely for me. We will see. I will know relatively soon because I have a lot of work to do. It's a lot of years out of the classroom. The president recommended to the board that I be named the first ever Dean Emeritus, and the board was generous and kind and awarded me that designation, so my card now reads, "Dean Emeritus and Joseph L. Rauh, Jr. Chair of Social Justice." It doesn't get better than that.

The Foundation board, I had never wanted to be a member of the board, I felt that that role should be separate from the Dean, but they named me a member of the Foundation board, and actually eventually the executive committee effective the date that I step down, and so my role this year is as a member of the Foundation and in that role I interviewed the candidates, the finalists for Dean, along with other members of the board. You want to kind of stay out of the faculty and staff way because that's their choice. Needless to say, candidates want to speak to the

former dean of twenty years and want to sort of get a sense of that thinking for whatever they want to do with it but they do want to have that conversation. So I was able to do that. I was asked by John Brittain to continue the work on the gala, so the final thing that we did last year was that in our second gala selected the legal counsel for Uber to be our external honoree, and I was the internal honoree. Eric Holder again graciously agreed to bestow the award on the external honoree. Our previous honoree helped us get him. He was incredibly personally generous, and Uber was incredibly generous, and we matched what we made the year before, another half million dollars. The Mayor did a proclamation for me, which was announced. The City Council did a unanimous resolution, and four members of the Council came, including Chairman Mendelson. Mary Cheh delivered the proclamation. This is the longest one we'd ever done and we left a bunch of stuff out. Many, many, many members of the social justice community and our alumni, alumni from every class dating back to 1979 came. All of the alums I traveled to India with. Alumni who had been in my clinic and told stories about trying their first case with me. They're now retired [laughter]. It was wonderful. They did a video that had magical moments. They went around and talked with a lot of leaders of the social justice community who said very, very lovely things about me. It's been thrilling. Of course it was terrifying because if it's not successful, I hate to go out with a failed

event. But it was very, very successful. It was so large we had to move it to a big hotel.

Whitman-Walker honored me with an award, and the Council for Court Excellence honored me with an award, and D.C. Applesseed and the Washington Council of Lawyers and the Bar Association of D.C. I have plaques and vases and Whitman-Walker has a breathtaking piece of art.

MR. GROSS: What do you do with a resolution?

MS. BRODERICK: They're sitting on my desk. They're huge. I don't know quite what to do with them, but I'm very honored to have them. I've shown them to family and friends from time to time. Now I believe in the next week we will have an announcement about my successor. I think if it's who I believe it will be, we will be in spectacular hands. I have pledged to take my successor to our major donors and build on my relationships with the social justice and the government community.

This year, we had the second highest percentage of public interest and government jobs of any law school in the country, 47%. Part of that is my relationship with the members of the executive branch, members of the judiciary, and members of the legislature, and obviously countless faculty members also have such relationships, but having the leader have those personal relationships where you can pick up the phone and speak about a student, and I do still every day practically. And I believe this successor will be a joy to go around with and introduce, and then I can back away

and go back into the classroom and have a little bit of a slower pace and enjoy the absence of administrative, and that's the plan.

MR. GROSS: Sounds great. Should we leave it at that?

MS. BRODERICK: I think we've covered it.