

## JAMES O. FREEDMAN: A TRIBUTE IN FRIENDSHIP

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It has been a privilege for me to know Jim Freedman for nearly twenty years and to have been able to call him my fellow law clerk, my colleague on the faculty at the University of Pennsylvania, my boss, and above all, my friend.

I met James O. Freedman when we began clerking in 1962, he for then Circuit Judge Thurgood Marshall and I for then Circuit Judge Irving R. Kaufman, on the United States Court of Appeals for the Second Circuit. We then moved on to serve for brief periods as associates in different large and prestigious New York City law firms. I was surprised and admiring when over a hurried lunch (we busy associates always had to eat hurried lunches) he told me that he had decided to leave the Paul, Weiss, Rifkind, Wharton & Garrison firm to join the faculty at Penn Law School in the summer of 1964. Although I was enjoying my own association with Proskauer Rose Goetz & Mendelsohn, I decided to take a fling at the more contemplative life and came to Pennsylvania one semester later. Jim and I shared the joys and apprehensions of beginning law teachers, we shared the same secretaries, and we moved on to become Associate Professors and then Professors of Law at the same time. We even shared the pleasure of serving jointly as Associate Deans to the now Honorable (and then honorable) Louis H. Pollak.

The chronological lock-step should not obscure the fact that I came to know quickly a number of remarkable personal attributes in Jim that I sorely lacked and profoundly admired. He was efficient beyond belief. His teaching materials were always compiled, typed (this was shortly before the advent of La Machine Xerox), reproduced, and packaged for distribution weeks before his classes began. His examinations were always drafted, typed, and lodged in the vault long before I had even begun to give thought to my own. His desk was always uncluttered. (I gave serious contemplation to hating him for all that!) He also was a voracious reader, reading faster, more, and more widely than anyone else I have known.

His other sterling personal qualities became even more evident after he assumed the Deanship of the University of Pennsyl-

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vania Law School in January 1979. To describe the qualities of a superb dean is to describe the qualities of Jim Freedman.

He remains remarkably efficient. In addition to coping with an enormous workload, he always has time for meetings with students, with faculty, with University officials, with alumni, and with all sorts of visitors, domestic and international. He is equally at home at the dais on a major Law School Occasion (never at a loss for a pertinent and illuminating quotation from Oliver Holmes or Henry James) and at the conference tables in College Hall (giving voice to the needs and concerns of the Law School community).

Jim has set the highest standards for himself in his own academic work, and has produced the kind of scholarship which serves as an exemplar for his colleagues. Because of this, and because of his broad exposure to writings from all fields, he can articulate as eloquently as anyone I know the value of research and scholarship, and the mission of a law school and of a university. His scholarly endeavors have not been reclusive, for as Dean he has given unstinting support to the work of his faculty colleagues. Most notably, he was a tireless catalyst in initiating our special programs in Law and History and in Law and Economics.

Jim has also understood that the Law School and University have become, in a shrinking world, closer in their intellectual concerns to institutions of higher learning across the seas. He has revived our relationship with the law faculty of the University of Edinburgh, and has helped us to embark upon programs of scholarly interchange with representatives of law schools in Paris and in Israel. Somehow, he has also found the time for public service, most conspicuously through his service as a member of the Board of Ethics in Philadelphia and as chairman of the Pennsylvania Reapportionment Commission.

Those latter two assignments bear witness to other personal qualities which law school deans should have and which Jim Freedman possesses in abundance: judgment, fairness, and integrity. A dean must sometimes make difficult choices—decisions that may disappoint persons close to the institution and close to him personally. When those decisions are made with care, balance, and compassion, and when they are explained and defended with reason and integrity, that is surely a good day's work—and Jim Freedman has had many such good days. It was also these good qualities that permitted Jim to do such a conspicuously successful job in that most difficult position, University Ombudsman, for some three years while he was active as a member of the Law School faculty. Deans and

ombudsmen should also possess, as Jim does, the virtues of patience and a sense of humor.

To me, an absolutely essential personal quality for a dean or other university leader is the ability to take heart—in the midst of the many frustrations of the job—from the victories and accomplishments, even the small ones. Jim's mental ledger book always shows a black-inked balance at the end of the month, reflecting his pleasure at the appointment of a promising young man or woman to the faculty, at the publication of a major book or article by a colleague, at the support given by our Board of Overseers or our Law Alumni Society, or at the good feelings generated by a faculty-student-staff Christmas party in the Great Hall of the law building.

If we can judge a man by his heroes, then what more can be said than that Jim Freedman has placed in his pantheon such diverse idols as Thurgood Marshall and Dick Vermeil. (Posterity will no doubt readily recognize the former name but, given the vicissitudes of professional athletics, it should be here recorded that Mr. Vermeil is currently the coach of the Philadelphia Eagles football team.) Justice Marshall, on the Supreme Court as well as in his earlier professional incarnations, personifies compassion, a profound sense of social and economic justice, and an appreciation of law as an instrument for the betterment of society. Dick Vermeil personifies leadership, standards, dedication, and the will to do the best that a man can do (and sometimes even better).

Some youngsters dream of becoming police officers or fire-fighters. Jim Freedman has wanted to become a University president. Iowa is fortunate in helping that dream become a reality. I wish him and Sheba, Debbie and Jared great happiness in their new academic and geographic environs. His friendship and his example will sustain me and our many colleagues at the Law School long after he has trekked to west of the Susquehanna.