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Tribute to Dean James F. Hogg

Matthew P. Downs[†] and Ann L. Bateson^{††}

Ten years is often not sufficient time to establish a legacy, yet, within this short time Dean James F. Hogg has, through his vision, enthusiasm, and leadership, provided an enduring legacy for William Mitchell College of Law. Jim's achievements are numerous, as evidenced by the many sincere testimonies provided in this law review. But the most tangible testimony to Jim's efforts is the Warren E. Burger Law Library, which was completed and dedicated in 1990.

From the earliest stages, it was Jim's vision and optimism that led to the success of the fund-raising campaign and construction of the library. Jim recognized that the library was a cornerstone for the future development of the physical plant at the College, and that the highest priority of the College was enhancement of the academic program. From the premise that the library project should not take place apart from full consideration of all the academic and physical plant needs of the College, planning for the library included detailed studies of all facets of the College. From projected student population to faculty size, from the number of classrooms to space for the child care center, from the type of facilities needed for skills instruction to how best to retro-fit the College's older buildings for air-conditioning, from location of the bookstore to location of the loading dock — all underwent scrutiny, with the primary consideration given to maturation and growth of the College's academic programs.

Placing primary emphasis on the academic program is significant: The scope of the project was driven by a vision for the best education we could provide our students, and not undercut by unwarranted worry about the lack of funds and lack of previous campaign experience. Jim's leadership and enthusi-

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asm ultimately catalyzed the Board to embrace, with confidence, the library project. Setting the campaign goal and obtaining authorization to proceed was not an easy task: We remember the fears articulated in the early stages by leaders of the College who discounted the projections of the consultants hired by the College to determine the potential for success in a fund-raising program. It was that vision, supported by thoughtful planning, for the long term needs of the entire College, not the library alone, which compelled the decision to approve the project.

The dean's foresight was to assure that future expansion of the College could be physically accommodated as well. We recall the miniature cardboard blocks, representing the various wings of the existing, older sections of the William Mitchell campus, which were placed on a drawn plan, representing the campus. We were able to gain an appreciation for the impact which the new library and parking lot would have on the campus and the community by moving squares of white cardboard representing the new structure around the drawn plan. Our memory is of several of us in a meeting with the architects and the steering committee members of the Board, leaning over the table and moving buildings around the drawing—moving buildings as easily as we moved toy cars about when children. An important reminder of our goal was Jim's often asked question: "And where do we put the next building, the classroom wing?" That question embodies the vision and the optimism that Jim had for the enduring maturation and success of the College.

The ability to accommodate future technological change was an important theme in the building project. Again, Jim was a visionary in stressing the need to anticipate wide-spread use of computers by students and faculty, an expanding use of computers for instruction, and accessibility for the entire College community to the library's cataloging system — from home, office, or from within the library. Again, Jim was mindful that current, imprudent cost savings could adversely, and permanently undermine the potential for growth. The library's vast network of conduit, much of it left vacant in anticipation of some unspecified future use, is a tribute to Jim's support and vision.

An important component of success in the library project was Jim's leadership style. Jim was good at hiring talented

people, such as former Vice President Deborah Fish, and our architectural team at Winsor & Faricy, and then listening to them. He was especially solicitous of the opinions of the library staff, and we can easily recall innumerable times when questions about the program, design features, selection of furniture, and configuration of the physical space, were resolved largely because of recommendations we made. Jim supported the library staff with vigor. This point is significant: Librarians throughout the country can attest to poorly functioning libraries, a fault too often traceable to deans and architects who were overly dedicated to grandeur and insensitive to the functional needs of library users. The organizational structure he developed put the librarians in direct communication with the planners, architects and contractors. At no time did aesthetics out-weigh legitimate programmatic, functional needs of space, comfort or quiet, and at no time did the dean place his personal judgment ahead of the librarian's. That level of trust and support exemplifies the best parts of Jim's leadership style.

The Warren E. Burger Law Library is a legacy attributable to Jim Hogg, and it is precisely because of Jim's genuine commitment to the academic programs of the College, and his enthusiasm for invocation, that we recognize this significant contribution to William Mitchell College of Law.

