

HHK & HKG Final 030624

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This is Inside Yale Law School, the podcast series designed to give you a peek inside to the scholars, the thinkers, the teachers, and the game changers of Yale Law School. I'm Heather Gerken, the dean, here to open a little window into the world of this remarkable place.

If Russia invades Ukraine as they did two years ago from this date, which is February 2024, are we just going to sit there and let it happen? And you know, what I was struck by is many people said international law has failed. And my brother, a doctor, you don't say medicine has failed because someone got cancer. You say medicine has failed if you fail to treat the cancer. And so that was the point to step in.

This is our third installment of special episodes commemorating Yale Law School's bicentennial. And today, I have Former Dean and Sterling Professor of International Law, Harold Hongju Koh in the studio with me. Harold, thank you so much for being here with us.

It's great to be here.

It's wonderful. So let's talk a little bit about the history of the school since this is our 200th. I think that you can answer this question better than anyone else as the dean who I most associate with the move towards globalization and also, of course, a faculty member who has led the way for the Yale School of International Law. Can you talk about in our history, when did we become a global law school?

You could say that it started in the '60s under Eugene Rostow. I think up until that point, as great as Yale Law School was, it had a bit of a provincial quality. And Harry Shulman was named the dean. He was the first Harvard graduate to be named dean of the law school. But he was tragically ill and died after six or eight months.

And in his place was appointed Eugene Rostow, who was actually from New Haven, had graduated from Yale I think at the age of 19, and had gotten on to the faculty. He was from a very illustrious family, a family of little means. But the three brothers were named Ralph Waldo Emerson Rostow, Eugene, V. Debs Rostow, and Walt Whitman Rostow.

Wow.

All of whom became well known. And Rostow was very imaginative about getting money from the Ford Foundation, and used it to supplement the university-- the law school's recruiting coffers. And right about that time, a very large number of the great faculty retired.

And so Rostow was able, I think with almost no faculty input, to hire about 18 people. And they all became famous. Charles Black, Boris Bittker, Guido Calabresi, Alex Bickel, Harry Wellington, Alan Peters, Charles Black. The list goes on and on.

But in this very short period of time, he revolutionized the law school. He appointed-- and he made a deal with Myres McDougal, who at the time was a property professor, to become an international law scholar.

And during that period, Michael Reisman was appointed and the New Haven School of International Law began, which had been a little bit presaged by Edwin Borchard, who was the original international law professor.

And the famous story, of course, is that he was taking criticism from the faculty for all these new hires. And so he called the young faculties in-- the young'uns, he'd call them-- and he said, my flag flies on you. That was supposedly all he said, which was in some way giving them inspiration. But it was also saying, people don't believe in you. On you rise the future of Yale Law School, and on them the future road. My personal connection to Rostow is extremely meaningful to me because-- and I think to every dean-- should be to every dean. My father was in the Korean government, and-- the first democratic Korean government. And his government was overthrown in 1961 when he was the acting ambassador to the United States.

And because of his connections at Harvard, he knew the deputy national security advisor, who was Walt W. Rostow, who became famous for his economic theories of international growth. And he was summoned to the White House to meet Walt Rostow.

And Walt Rostow said to him, your prime minister, Prime Minister Chung, they want to execute him in Korea. And my father said, oh, no. And then Rostow said, he will not be harmed. And my father was just staggered by the American capacity to reach over the oceans and protect this guy in Korea.

And then at the end of the interview or discussion, he says to my father, by the way, what are you doing now? And my father said, well, I'm exiled, and I'm unemployed, and I have six children. And Rostow said, don't you teach law? And my father said, yes.

And he said, you know, my brother is the dean of Yale Law School. Let me give him a call. So he calls him. And according to my father, they spoke for less than 30 seconds. So he concluded that there was no way anything of importance could have been transacted.

And Rostow, who was apparently quite an absent-minded professor, forgot that my father was there and was looking at stuff on his desk. And so my father was sort of standing there awkwardly in the White House. And he says, well, thank you for what you did. I'm sorry it didn't work out. And Rostow said, oh, no. Oh, no. He said, can you get here in a week?

Wow.

And a week later, each of us carrying one suitcase got on the train, and we came here. And 40 years later, I was dean of Yale Law School. And that's an American story. That's a Yale Law School story. And the reason it means a lot to me is I don't think there was a minute that I was dean when somebody asked me something that I didn't think, you know, Dean Rostow didn't have to do that, and he did.

I love that story. I actually have a photo in my office of your mother and your father with along with the faculty, and as well as Pauli Murray, just to mark where that historical moment was. It's really beautiful. And then your sister, of course, was a faculty member here before she retired. So your family's history is so bound up with this place. And then you went to Harvard.

[LAUGHTER]

And I think you once said to me that you thought all law schools were the same until you got to Yale. And I'm curious about what your experience was like between the two schools.

Well, my dad had come to America to go to Harvard. Harvard has a gigantic reputation because they have so many students, and therefore so many alums. Yale's is smaller reputation, not because it's not as good a law school, but because it has fewer alums.

And so I was born in Cambridge, Massachusetts. Five of my six siblings went to Harvard college. When my parents [INAUDIBLE] they bought a house. And when they finally moved from Cambridge, my father refused to sell the house because he thought that we would live there when we went back to Harvard.

And in fact, he refused to close our bank accounts. And when we went back there, I had \$8 interest on a \$10—

[LAUGHS] **That's not going to pay for your education.**

So I went to Harvard college. Also, I thought, I can't go to school at home in New Haven, although my brother did it and loved it. And I went to Oxford on a scholarship, and then I thought very blindly, I'm just going to go back to Harvard, you know? Contemporaries of mine like Dick Fallon went back to-- who were from Yale went back to Yale Law School.

And I had a decent experience at Harvard, I'd say. I was on the Law Review. But John Roberts was the managing editor. But it was a place that didn't have a soul, I thought. And more than that, there was almost no faculty interaction with the students, but I thought that's the way law school was. And my wife Christy went to George Washington Law School. She had a similar experience, so that's the way she thought it was.

When we got here in '85, after about two weeks she said to me, what do you think? And I said, how did I not know that a place like this exists? [LAUGHS] I said, how could I have been so blind? I was just stupefied. I just thought-- [LAUGHS] I thought all law schools were the same. And other law schools are fine, and I've been at lots of law schools. This one's special. I don't know why I didn't know.

But I say that to students. When I talk to students who have been admitted to Yale and elsewhere, I have to hold back because to me it's just-- if you don't get into Yale Law School, that's one thing. But if you do, how can you not go? I mean, it's the most special place on Earth.

I want to talk a little bit-- I mean, you were a pioneer. You were one of the first Asian-- I think when you came to the faculty, there were no Asian Americans on the faculty. I wonder if you-- your sister actually was the first woman of color tenured at the law school. I wonder if you can just talk a little bit about what that meant to you.

So Long-chu Chen, who is a co-author of Myres McDougal, had been a visiting lecturer with him in a number of classes. But you're right that my sister and I were the first who were on a tenure track.

There had been a prominent Japanese professor of mathematics at Yale, Kakutani, whose daughter became the book review editor of The New York Times.

And you know, Asia was a distant place to most people, and nobody knew what Korea was. And I was very aware of this. Akhil Amar came the same year, so the first South Asian. And at the time, South Asians in law were extremely rare.

And I think what I loved at Yale Law School the second I got here is obviously, your ethnic identity is important to you, but it's not what defines you. The same kid who is Asian American is a veteran or LGBTQ or disabled or a Federalist or on the Law Journal, or in the Law Revue show, or plays basketball

for the team. And it means that you're not defined by any one characteristic of your life, which is true-- which is true for life itself. So I thought, this is actually true to the way life really is.

Now, people on the faculty, I think, were extremely embracing. Guido had related to me because he was Italian. [LAUGHS] And so he saw us as part of the same immigrant experience.

And in fact, one of the most amazing things was that the first person I ever met on the faculty was Guido because when we got here-- and this tells you something again. My father wanted my brother to go to the local school Hopkins. And you had to be admitted-- you had to be recommended by someone who went to the school. And my father asked around, and the only guy was Guido who has just gotten tenure here and was considered a genius, as he is.

So my father went and knocked on the door. And Guido came out, and my father explained the situation. And Guido instantly said, yes, I'll recommend him. Bring him to me, and I'll talk to him. Anyway, my brother was first in the class. And then the next year, my other brother came. He's the really brilliant one. And Guido did the same.

And the third year it was my turn. And my father goes to Guido and says, I have a third son. And Guido says, I'll just write the letter. I don't need to meet him.

[LAUGHTER]

But when I was dean-- when I was named dean at the cocktail party, Guido gets up and recalls how he met me when I was-- I don't know, 10 years old-- and that we had a long conversation. And he concluded that I would become Dean of Yale Law School one day, you know? I will say for the record, it didn't happen. But the story was so great that I just thought, why not just let that be the official story?

[LAUGHTER]

Never let truth get in the way of a good story.

That's right.

So I want to talk about your deanship, because for me, Harold, you were my dean. You are my dean. You were the person who brought me here, and you were the person who transformed this place. You were a model of a change dean. And there are so many different ways that you did it, and one of them actually goes back to Rostow, my flag flies on you, because you hired not just me, but my cohort.

And they are extraordinary. They're all taking on the leadership of the school at this moment. But I really-- I can't imagine people who are better interlocutors, people who I would more want to have a conversation with over a lifetime. And they're really thoughtful, sensible people.

I wonder if you could talk a little bit about your hiring strategy, because I remember you always said the trifecta. Citizenship, scholarship, and teaching. And so you looked at people in a 360-degree way. And I think you basically poached the favorite child of every law school in the country.

22 people. [LAUGHTER]

So can you talk a little bit about-- I mean, that was a massive change in the school. I wonder if you could talk about it.

Yeah, well, these are generational moments. And you can't really do that unless, like Rostow, you're at a moment when one generation is about to depart.

But it was very clear to me that renewal was a critical part of what we needed to do. And renewal meant getting another building, which is focusing in on what became Baker Hall. And I remember bringing Robert Baker. You know, he was a brilliant real estate developer and instantly saw that we had to get the building, and years later that ripened.

But the other part was instead of focusing on diversity per se, if you focus on renewal, the school is so-- the students and the leading scholars and the intellectual movements are just arising out of getting new people in. And [LAUGHS] there was a fortuity, which is in those years that I was dean, I was also on the Overseers at Harvard. So I would go up there every couple of months for a board meeting. And I thought, if I'm going to be here, I'm going to recruit people.

[LAUGHTER]

So literally, that's where I met you, I think initially. Christine Jolls, John Witte, other people who were there. And it was good because I said to them, how are you doing here? And they'd say, OK. And then I'd say, something missing?

[LAUGHTER]

And then after a little while, they'd sort of say, well, it's a big place. And I said, there's another place. And the cohort idea really came from understanding what had happened with Rostow.

But also, my own experience was that I was part of a group of juniors who happened to all be hired at the same time. Kate Stith, Paul Kahn, Steve Carter, Akhil Amar. And you have people to look to. And in some ways, they're setting a standard for you too, both in terms of how they deal with the students, how they deal with the faculty.

And I thought that our approach yielded sort of a person here and a person there. And often, they would feel very alone. And I thought, best thing to do is bring people-- people who were already-- you could identify them as leaders of the future. I mean, you were-- you won the Teaching prize at Harvard and you weren't even tenured.

So obviously, here's a person-- and I noticed you didn't go to Harvard, so there wasn't necessarily anything making you indelibly attached to the place. So why not have a conversation? And I thought that this was a very important part of what a dean is supposed to do.

You know, Heather, I'm a Red Sox fan. For some-- an institution to maintain its first class position requires constant change and an absolute refusal not to let the institution decline because you can win the championship one year, and two years later you're in last place. And what that means is to stay the same, you have to change.

And you know, this whole process of bringing lots of people in, I knew some people were really going to just immediately make a huge difference. And in fact, I think I've told you. It's not a secret. When I was talking to the provost office about your coming, I said, this is a future dean, you know? How can we not make it possible for her to be here? And anyway, they finally saw it that way.

[LAUGHTER]

Well, I'm forever grateful.

I wasn't going to let them not get you here at the time that you came because I knew that-- because as outstanding as you were and as much as you had given, you hadn't really sunk all your roots yet. And you know, your children were young, and you know, there's a kind of life you can have in New Haven-- you've had it, I've had it with my family-- that you really can't have in other places.

You drive to school in seven minutes, and you know, your kids walk home. And you then have pizza with the next door neighbor who happens to be someone from the school, and that's what it should-- life should be like.

Well, I want us to talk a little bit about-- I mean, you did leave the deanship five years-- after five years. And yet, you accomplished an extraordinary amount. You went to go on to become legal advisor. And I just remember, by the way, the moment when a newspaper misleadingly said that you were not coming back to Yale, and the number of phone calls I got that day when I reassured them, no, Harold Koh's going to return to his home, were legion.

But during your deanship, I think of a couple of signature accomplishments, and they had to do with three things, I think. Globalization, the profession, and service. And the reason why they matter so much is they transformed this place. But also, I feel like our leadership program is sort of taking on that legacy and continuing to push it forward. I wonder if you could, again, just talk a little bit about what you did while you were here as dean.

So globalization, it occurred to me that there must have been a moment in the 1800s where Yale Law School decided, we're not just going to be a Connecticut law school, and where they decided to teach national subjects and recruit national faculty. And looking at where we were, I thought, we're at that moment again. Even if we train primarily American students, they have to have this kind of global reach. And often, being a dean is like putting together a necklace. You just string together beads that are already there. Global Constitutionalism Seminar, the Schell Center for Human Rights, the Latin American program, the Middle East program, the graduate program, and then just sort of fill in the interstices. The Schell Center for Human Rights became a transformative experience whereby people would do international human rights. And that was really pioneered by Drew Days who saw that the future of civil rights was human rights.

And so the thought was, why don't we have a kind of cradle-to-grave process where someone can come to Yale, be interested in human rights, do the clinical experience, get a fellowship extern, and then intern at Human Rights Watch where our graduate was Ken Roth then, go into the government and be a human rights official or go to the UN, and then go into teaching and then become a leader in that field, and then hire our students? And then the process began again.

So a lot of that was how the institution becomes a magnet for people. I remember talking to Robert Rubin [LAUGHS] when he was Secretary-- shortly after he was Secretary of the Treasury. I said, who are your favorite professors? And he said, I don't remember. But then he recited 20 of his classmates who had made an extraordinary difference. And I realized, that's what's unique about this place.

On the public service and the profession, I think that you've built it magnificently into the concept of public and private leadership. But we were, I think, veering away from the notion that what lawyers are doing at the cutting edge of reality is necessarily something our students needed to know about.

But we all know that people who are working at the [INAUDIBLE], are working on AI and cyber currency and all kinds of issues that won't get to the academy for another five years. And it's also a way to remind those of our students who become successful practitioners that the law school is still reflecting the lessons that they've learned, speaks to them, et cetera.

And I think same on the public interest side, that it calls people back who-- you know, Kingman Brewster was criticized for speaking out about public issues. And he said, I didn't become president of Yale to preside over a finishing school on Long Island Sound.

And that really spoke to me. That happened when I was a kid here in New Haven. You know, Kingman Brewster invited demonstrators to come and be on the campus and engage in free speech and go to the New Haven Green. And then when asked about whether racial justice was being fairly administered in America, said it wasn't.

And at the time, many people were enraged. Many donors were enraged. But turned out he was right. And [LAUGHS] it turned out that Yale spoke out for that when others did not.

So I want to talk about your work before we close out. It's been just extraordinary, Harold, not only to see your work as a scholar, as taking on the mantle of leadership of the New Haven School of International Law, but just to see the work that you were doing in the world. I mean, half the time when I call you for advice, you are on a six-hour timeline because you're arguing some of the cases for Ukraine. So I wonder if you could just talk a little bit about what you've been up to lately.

Yeah. Well, Guido, in 1985 when I was interviewing, he said, what's your idea? And he said, every Yale professor has an idea. And I sort of stumbled around and I said, international law in domestic forums. And he said, not bad. Not bad. [LAUGHTER]

But when I got here, I actually thought it broke into two things. One is, how does the sub-- the subsection of the United States Constitution that deals with foreign affairs address who decides on issues of foreign policy? The president, Congress, or the courts? Which, I decided to call the National Security Constitution.

And then the second was the idea that, in fact, domestic and international law are deeply intertwined. They're transnational law, and that the primary process of enforcement of international law is not horizontal. It's not state to state. It's vertical, that people obey international law because it's been internalized into US law.

And the way that it's internalized is not self-executing. People internalize it, both people in the government and people pressing the government. So it suddenly dawned on me that this idea of transnational legal process is actually both a description of what actually happens in the world, and it's also a prescription for what you should do if you think that US officials or other countries are not engaged in law-abiding behavior.

And more fundamentally, it occurred to me that this is a fundamental approach which is true to America's past where in Declaration of Independence, we paid a decent respect to the opinions of mankind, something that we've lost. The originalists were transnationalists. John Marshall, John Jay, et cetera. So the nationalists have actually-- and sovereigntists have actually stepped away from originalism.

And then it occurred to me-- and this is a notion that my dad gave me again-- Ted Williams only swung if it was in his strike zone. And you develop a strike zone, and you just keep working it as a scholar, as a professor, as a government official, as a public intellectual.

And the idea there was very simple, that the goal of a lawyer is to enforce the rule of law domestically and internationally by influencing transnational legal process. That's what our students do. That's what our

experiential learning is all about. That's what I did in the government. And it's a pro-international law school.

Now, in the United States there are a lot of schools of international law, American schools of international law. There is a sovereigntist school, which I'd call Harvard Chicago. It doesn't believe in international law. It believes in rational choice. There's a Princeton school, which isn't a law school. It's an international relations school. There's a critical legal studies and critical race school.

But where are the people coming from who are trying to enforce international law and bring it into the US domestic system? That is the New Haven School of International Law with a commitment to policy, process, and values.

And we're celebrating this year the 50th anniversary of The Yale Journal of International Law. That's the basic idea that international lawyers promote world public order based on a concept of protecting human dignity.

And when you think about it, that's what Oona Hathaway does. That's what Mike Wishnie does. That's what Jake Sullivan does. That's what Hillary Clinton does. That's what Bill Clinton does. That's what Wally Adeyemo does. That is the driving force. So we should claim this because people should understand what the dominant school of international law actually is.

One of the crazy things about Harvard Law School is they've never really had a professor who believes in international law, even though their students from foreign countries do. And so as a result, the students are fighting for international law against the professors. [LAUGHS] At Yale Law School, the professors and the students are bringing lawsuits.

So a piece of that is if Russia invades Ukraine as they did two years ago from this date, which is February 2024, are we just going to sit there and let it happen? And you know, what I was struck by is many people said international law has failed. And my brother, a doctor, you don't say medicine has failed because someone got cancer. You say medicine has failed if you fail to treat the cancer.

And so that was the point to step in. And we stepped in in the Haitian refugee case. We stepped in in 9/11. We stepped in when Trump was president. As my strike zone has gotten bigger, why not bring these cases in international forums?

Now the question that's very front and center is, how can you use \$300 billion of frozen Russian assets to start the process of reconstruction of Ukraine? And that's-- Oona Hathaway has an article coming out with two of her students. It's a collaboration, Maggie Mills and Tom Poston. That's part of what I'm working on in the cases that we have at the ICJ. And it's just an extension of what the New Haven Schools of International Law do.

What's amazing is that you've been doing this all the while teaching an enormous number of students, particularly in civil procedure. And I always say to the students, you are so lucky to be taught by Harold Koh. But whatever you do, for god's sake, don't wear a Yankee shirt-- [LAUGHS] --in the classroom. But other than heckling Yankees fans, I wonder if you could talk a little bit about how you teach now, particularly about your relationships with students.

Well, I took a course in procedure that was about how to defend large corporations, you know? And essentially, it was about delay and interposing procedural tools so that you could avoid determining who was right. So it wasn't about justice. It was about manipulating legal rules to escape liability.

And I thought, it doesn't need to be taught that way. Procedure is giving people who believe in justice a tool to effectuate justice. That's what Thurgood Marshall learned, you know? One of the most brilliant proceduralists of all time. You know, 26 consecutive cases, the last one of which he won unanimously, which brought about a stunning shift in the concept of the constitutional requirements of equality. And that's what transnational legal process is all about.

So I teach procedure as a tool for change. And more than that, the various elements of procedure-- criminal, administrative, and civil procedure, are united in commitments to two notions. One is the power jurisdiction of the courts, and secondly the concept of due process of law.

But that due process can be seen in the eyes of the state where it's inevitably a thin concept, or in the eyes of the beholder. And that's really the Charles Reich vision of due process. It's the Yale Law School vision of due process. It's Owen Fiss's vision of due process.

At a more granular level, when I came back from the government and I finally had more time on my schedule, my daughter was in business school. And she said to me, I hate that I have to go to office hours and pretend to have a question about the reading to get the professor to talk to me. And this recalled my own experience in law school.

In law school, you're so idealistic. You want someone to take note of you, understand your aspirations. And so I said, how would you do that? And she said, meet with every kid for half an hour, 20 minutes or half an hour. And I said, gee, I have 130 students. And she said, what are you doing that's more important? I thought, you know, actually, nothing. [LAUGHS]

So I do that. I meet every student the first four weeks of school, 9:00 to 6:00. But what you learn is it's a little bit-- six months after the admissions application, what are their aspirations? Why did they come to law school? What is it that they're fearful of? Everybody thinks they have an Achilles heel. Where can you make them feel empowered?

And these students are now younger than my children, but it's a joy. You find out what they're excited about. I mean, they're excited about Taylor Swift. And so I thought, well, all these people who I like and trust, including my own daughter, so I thought, maybe I'll learn a little bit more. Anyway, we now have a Taylor Swift reading group. [LAUGHS] It's up to 15 students. They're very serious. But the one thing I told them was, we're going to call this the law and management of global fame. So they changed that to hashtag Global Fame, Taylor's Version.

[LAUGHTER]

And by the way, they've invited as a guest speaker-- I don't know if he'll accept-- Merrick Garland, who is also apparently a big Taylor Swift fan.

There you go.

[LAUGHTER]

So Harold, I want to ask just one last question. And this really comes from the fact that you're not just my paradigm of a dean, but my paradigm of a former dean. So in many law schools, there's a tradition for the dean to leave after they finish the deanship.

And you can understand why, that sometimes it's very hard to watch someone come in and change things. It can be crippling. People can get incredibly jealous of it. They get angry if anything has changed from what they did. They just-- they struggle with it. And so that's why often ex-deans leave and go to another school.

But we have a tradition of having the dean stay. And so we have four deans right now on the campus, four former deans. And I just want to say to you, Harold, it has been a gift to have you as my mentor. There has never been a moment when I've turned to you where you haven't given me wise advice. You've been unfailing generous, even when you disagree with the things that I'm doing.

And the thing-- the moments that just matter to me-- and I put it in my list of things to do when I am done with this job, which is that on the hardest days-- I especially remember this during COVID-- I would spend hours trying to figure out how to write an email since we couldn't talk to anyone that felt like a person was talking, that reminded them this is a community. And I'd send it out in the oblivion, and everyone was unhappy all the time because it was COVID.

And as soon as it went out, I'd get an email back from you. Good job, dean. Well done. You just-- you did that all the time, and you continue to do it all the time, and I could not be more grateful for it.

And I was just hoping you might tell the story as we end, which I just think captures you perfectly. And it's one I think you told at the Harvard Law School's 200th reunion when you were asked if you weren't going to be a law professor, who would you be?

Yeah. I had attended earlier that day at Harvard the gathering of Supreme Court justices who were former graduates of Harvard. And they were asked, if they couldn't be a Supreme Court justice, what would they be? And they all said, I'd be a professor. [LAUGHS] I'd be a-- I'd be a-- one said, I'd be an art history professor. And I thought there's sort of a lack of imagination here.

And I thought about it and I said, I want to be the third base coach of the Boston Red Sox for the simple reason that you start your relationship with an institution as a young person, whether a baseball team or Yale Law School. And over time, you want to be the designated hitter. You want to be the manager. You want to be the general manager, you know? [LAUGHS] You want to be the-- and you play these different roles.

But at the end of the day, at the end of a career, you realize that the absolute best job is the third base coach because you're on the field. You have the best view. You don't really have that much responsibility, although you've had it, so you appreciate what everybody else is doing. When the manager, the dean makes a gutsy move, you say, that was a gutsy move.

And then you only really do two things. You say, when somebody's coming toward you on third base, not yet. Not yet. It's too early. But most of the time you just say, run! [LAUGHS] Run. Run like the wind. Run like the wind. Go for it. Take the chance. If you're out at home and it's by an inch, you know, good for you for going for it. Go for it, you know?

That's the kind of things that we teach our students. Take the risk, you know? Too many people don't take the risk. Why? Because they're worried it's going to affect their grades or whatever. Yale Law School, we have kids who are just going flat out and faculty members who are taking that risk. And I think it's great for them to see a cheerleader saying, that's the spirit of our team. We go for it. And that's what it means to be champions.

Well, I love you, Harold. And it is an honor to sit in your seat. Thank you so much.

[LAUGHS]

It's an honor to have you sit in the seat. And as Guido loves to say-- and it couldn't be more true-- the luckiest thing is to be lucky in your successors, and I've been that and more. And what you do for the school every day, only a former dean can fully appreciate.

Thank you very much.

[MUSIC PLAYING]