

INTERVIEW WITH CONNIE WILLIAMS, JACKIE SCHNEIDER, PAM GRUNDSTROM
MARQUETTE, MICHIGAN
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SUBJECT: Northern Michigan University

START OF INTERVIEW

Magnaghi, Russell M. (RMM): Interview with secretaries of the president's office at Northern Michigan University. They will announce their names so that the transcriber can get the name and the sound connected, Marquette, MI, June 23rd, 2009. Okay who wants to start first? We'll start out with Connie Williams and Connie can you tell us a little about your connection with Northern Michigan University, were you a Marquette resident, and how did you come to get a position at Northern?

Williams, Connie (CW): Okay, I started here in 1965, I'm from the Lower Peninsula, Alpena and my husband was going to Northern at the time, so we moved up here and I immediately started working at Northern at the counseling center and this was in the '60's when it was pretty rough at any college. So being in the counseling center was real item for me, a lot of kids were having real difficulties at that time. I believe that there were several psychologists, PhD psychologists working here at the time compared to what they had today, it's nothing. I mean today it's nothing compared to what they had in the '60's so apparently that was an office that was inflated for the purpose of the times and then I went from there into the vice president for student affairs office, Dr. Allan Amy, and worked there for several years and then moved into I believe, the Alumni Development Office with Tom Peters and Joe Skein and then in the University of Relations, secretary of the Board Office with Mathew Surrell and then my final role was then to the President's Office with several presidents.

RMM: What year was the move into the President's Office?

CW: 2001 or 2002, I'm not sure of the exact year. No 2001 was when I started in that office and I was moved in there because they eliminated the office I was working in and just combined the work and two other offices and while I was working I also attended classes at Northern and graduated in 1980 and then a local group that several of us belong to Professional Secretaries International was pretty active at that point and we encouraged people to try to complete the CPS , Certified Professional Secretary Exam and I think that I did that as well in 1980, so 1980 was a big year for me and I retired three years ago from Northern after 41 years. I don't know if that adds up right but it was 41 years.

RMM: Jackie?

Schneider, Jackie (JS): Jackie Schneider, I retired as Administrative Assistance in the President's Office. I came to Marquette in February of 1971, two days after being married. My husband dragged me up here. He was going to school at Northern and it was two weeks later that I had a telephone call, that I had been accepted for a position in the Alumni Office hired by Tom Peters and Terry _____, Gurt _____ who was the secretary at the time and that would have been early March, March 3rd, 1971 and I worked in the Alumni Office for five years, got pregnant had my son, intended to come back but realized I couldn't leave him so I stayed home for 11 months and in March of 1976, well I left here in April of 1976 and came

back to Northern in March of 1977 and went back to my position in the Alumni Office. It happened to be open at that time and it was three months later when Mrs. Boughton, Mrs. Janette Boughton, the Executive Assistant to the President asked me if I would be interested in coming over to the President's Office to work and I could do it on a trial basis and if I didn't like it I could go back to the Alumni Office, so that was June of 1977 when I came into the president's office and at that time it was Dr. Jamrich and I remained in the President's Office until September 29, 2003, no 2006. So I had 35.18 years at Northern Michigan University.

RMM: And How many in the President's Office?

JS: Well, it would have been 30 years in the President's Office, six presidents.

RMM: Was that the longest that a person stayed in the President's Office or did Janette?

JS: No, Janette passed that. Janette had 44 and a half.

Grundstrum, Pam (PG): Okay, I'm Pam Grundstrum, born and raised in Marquette came to Northern as an undergraduate student in 1970 and worked for Harry ____ at the registrar's office for three years while I was a student and then after I graduated I was in Business Ed but there really weren't any teaching jobs in the local area and I was staying to be with my future husband, so I actually stayed on and worked on casual labor for a semester after I graduated still working in Harry's office and then I left to work at the LSNI Rail Road for three years, was laid off from the rail road during a steel workers strike in 1977. Because, the rail road would eventually shut down as CCI would shut down and came back to Northern to work for Matt ____, Vice President for University Relations. I was with him for seven years as an Administrative Assistant and then went to the President's Office under Jim Appleberry 1985 because that's when I had my son and stayed in the President's office then until I retired in 2007, spent the last five years as Executive Assistant to the President and Secretary of the Board, so 30 years all together as a full time employee.

RMM: Could, just for the record, could you go back to the story you told me, a while back, of how you were, as one of your positions as a student or casual labor or something, how you went and cleaned out ____ Hall.

PG: Harry ____ office, the registrar's office, and records offices at the time I worked there, which would have been 71 to 74 were in the Longyear building and K Hall was right next door, they were connected, during the time I was working there as a student the determination was made to tear down K Hall and the old student records were kept in a store room in the basement of K hall, so one of the other student employees and I were sent downstairs to take the files out of the filing cabinets and put them into file boxes to be stored somewhere and were not actually sure if they were ever saved or not, but we thought it was really interesting because we came across things like the student conduct handbook, that apple ____ had created as dean of Women. This would have been back in the very early days of the Northern Normal School where it was all or mostly female students and there were guidelines in there for how these young women were to conduct themselves and there were rules in regulations such as: If you were staying in one of the boarding houses, I don't think they had normal dormitories at the time, but if you were staying in one of the boarding houses, if you had a gentleman caller he was allowed only into the parlor room of the house he was not allowed beyond that and if you were to go out in some sort of a conveyance with a gentleman you had to be chaperoned appropriately, so I don't know if there were ladies at this boarding house that acted as chaperones, or how they did that, or if another girl

went along. Also, the color red in those days was apparently still deemed to be inappropriate for young ladies of quality, because there were rules in there about, you shouldn't be having red lipstick, red nail polish, you have to be very careful about how much you might wear that might be red because that was considered inappropriate for young ladies. So, as we went through and cleared out some of these old files we came across things like that, that we chuckled about, and just it stuck in my memory as one of the things that was really kind of interesting about what we did at the time and we actually then watched K Hall go down and another little story that I have is, as a student worker in the office we would take turn working Saturday mornings and one Saturday morning I came into work and I was in the office and they had been doing work on K Hall, so Miner Hall had been shaken up quite a bit, I was sitting at my desk and then all of the sudden boom the ceiling fell in, all the ceiling out of the ceiling in the office of Longyear Hall and so Harry _____ deemed me Chicken Little after that. I remember walking up the stairs to go to the records office and there was a pigeon leaning on the landing of the stairway, it was that old marble staircase, and Longyear Hall which was made of rubble walls, even in those days when it was still being used, was obviously not as solid a building because pigeons were already in the building at that time.

RMM: Coming through the wall?

PG: Somewhere, a wall or a window or something was open.

CW: We had pigeons in K Hall too. In that great big beautiful foyer every once in a while you'd see a pigeon going flying across, which is probably one of the reasons why the building was demolished.

RMM: In general we'll focus, we kind of got the background, and we'll focus on your years in the President's office. I guess kind of in general which kind of presidents, so Jackie you were here the longest from Jamrich through Long and you were there the next longest from Appleberry through Long and...?

CW: I was the shortest tenure in there with Judy Bailey.

RMM: Could you comment on from, I don't know, your position out there, sort of how does the university, starting with the Jamrich years, how did you view activities out of the President's Office with the university? Were things hustling and bustling, more than some other times, in terms of the activity?

JS: Well when I came into the President's Office, Mrs. Boughton, she pretty much ran the show. She was the date keeper definitely and myself and one of the other administrative assistants in the office would have Anne Anderson at the time. We both were stuck back in the backroom of the President's Office and that's where we stayed and we were given our assignments via Janette and everything had to be two copies of everything with two pieces of carbon paper and you could not make a mistake and if you made a mistake you started all over again and here we are with manual type writers and she would proof read every single piece of correspondence or anything that we would do. It would come back to her and she would proof read it before it was sent into the President for his signature.

RMM: At this time where was the President's office?

JS: Okay, at the time when I came into the president's office with Dr. Jamrich it was in Cohodas in the same location that it is right now, up on the sixth floor and the location where Anne Anderson and I were, at the time, was in the very back corner, where the President's Office currently resides.

RMM: And where was the President's Office?

JS: The President was in the current conference room.

RMM: Okay with that big table? And Jamrich would sit at the end of the table?

JS: Yes.

PM: He didn't have the corner of the building at that time?

JS: Nope, so the conference room was still the conference room where it is, the outer area wasn't as large as it is now, because part of that was Dr. Jamrich's office. The part where Pam's office was was part of the President's office which was connected to the conference room. So anyway, Jeannette _____ had a memory that would not quit. That women, she would pile her filing, no one was allowed to do filing either, Jeanette did it all, so she would have stacks of paper I mean three, four feet tall, I'm not exaggerating, behind her desk. On her _____ in piles, crisscrossed or whatever to be filed and this women would know exactly where everything was. If you asked her for something, she could go to whichever pile and she knew exactly where it was. Eventually it would get filed but it would take a while because she just didn't have the time to get into the file room to do it and she would never allow any of us to do the filing either, so we were pretty much, we were pretty much just the gophers back in the backroom and as time went on we finally decided that we really do need to clean out the files that are in this office. They had never been, you know everything was there from day one and so this new procedure came along called Microfiche and Anne and I were given the task of Microfiching every single piece of paper that was in the files in the President's office and I mean we were going back to beginning of time on things. I mean state board of education records way back to, you know, early 1900's we had all of that, so we had to microfiche every single copy of that information. That took us months and months to do that, in between what other jobs we might have been given.

PG: Once you finished that, did they finally get those files out of that office?

JS: Yes and then all those Microfiche documents should be in the archives, that's where it all was sent after that was accomplished. Also, when I was in there we would have to work in the President's office every other Saturday, oh yea Anne and I would take turns and we would work from, like, eight to noon and Dr. Jamrich would be in and if he had correspondence or something we would do that. No one ever called the office, no one ever came by the office, but it was just something they wanted to have done. It was a pain, but he would pretty much just stay in his office the whole Saturday morning I would, you know, I would get like probably a hello and a goodbye that would be it there really would be no interaction or anything we would just be out there existing in the outer area, in case someone happened to call or someone happened to come by the office.

RMM: When Jamrich came on Saturday morning he was dressed in his?

JS: Oh, always in his bow tie.

RMM: Just as a side here, in terms of how he dressed, a few summers ago he was on campus and he showed up at the archives without a suit and coat, he didn't have a suit nor the bow tie, and I brought this to his attention and he said, "It was the second time in his tenure connected with Northern." The

other time when he came back from playing tennis or something and he came on campus in his tennis outfit and he didn't have a tie on, but otherwise every time he was on campus suit and bowtie. Did things after a while, did she mellow over a period of time? Did she get used to you? Were you fitting in the office? Did you start filing?

JS: You know I can't remember if we ever did. I don't think we ever really did file the whole entire time she was there. It wouldn't have been until she retired and Mary Pace came into the office and Mary says, "That's enough of this."

PG: Yep, because you know what it was about a year after that, that I came down and I went through then, remember? We reset up the whole filing system that was one of the first thing we did after I came in. You know what I remember, the supply closet because back in the day of Jeannette, I think you had to spend all your money at the end of the year _____, so you better spend it or you would lose it. I remember the supply closet, there were boxes of rubber bands and those little rubber fingertips that you used for sorting, that were so old the rubber was all kind of stuck together.

JS: There are still some of the supplies that are probably still in the closet from when we left, those little tack things that you stick in and they spread about at the bottom.

PG: There was yellow stationary. That was also you know a product of that system and then they changed the system so that you know longer had to spend your money and then we could actually become pretty frugal, you know, about supplies and son on during our era.

JS: With Mrs. Boughton we were not allowed to schedule appointments, oh no, we were not allowed to do that either with her. I mean everything had to go through Jeanette. She was definitely the ruler of the President's office.

RMM: Would she scrutinize, you had to have a good reason to see the president?

JS: Oh definitely, I mean if we would answer the phone we would have to forward it to her, for her to make the decision as to whether an appointment would be made or not with the president or whether someone would come in to meet with him.

RMM: Now how long did she continue as secretary.

JS: Four and a half years.

PG: If I came down in 85 she must have retired in 83 or 84.

PG: She basically retired when Dr. Jamrich retired, I believe, because Mary Pace then came down.

JS: Right, Mary was there in the President's office for a good year, wasn't she?

PG: Yea because I came in when Anne retired, so I was there for a while, while Mary was still there. She drank tea and ate chocolate chip cookies, Mary Pace.

JS: So Mary came into the office when Jeannette retired.

RM: Did things lighten up?

JS: A little bit.

PG: Yes.

JS: Mary was a little more lenient with things.

RM: So you could file?

JS: Yea, I'm sure we did at that time. At that time, after Mary came into the office and after Dr. Jamrich left and Dr. Appleberry came, well Mary had the scheduling for a while and then Dr. Appleberry asked me to take over the scheduling appointments. So that's when I was moved out to the front desk. Mary was still there because she was back in the little office by where Pam was.

PG: Well we eventually took that wall off.

JS: Right, she was in that little office next to the President's office and so then I was moved out to the front entrance.

RMM: Now what role does the President play in the job of the administrative assistance and what not in the office? Does the president come in and have a particular agenda or program of what you're supposed to be doing?

JS: I think it just, pretty much, evolved with the person, with each President and, I don't know, I was moved into the scheduling and appointments and receptionist position and that's where I remained for the whole entire time I was there.

PG: When I came into the office in '85 then I did the travel and I did the travel for quite a while. Dr. Appleberry traveled extensively, so it was probably a good portion of what I did at the time, but then I also did part of the office work that Anne Anderson did, which was the Board of Control at the time, what to do with that. The rest of the Board work was done by an Administrative Assistant in Matt ____ office and eventually when ____ retired that all came down to the president's office. There was that work done. We did a certain amount of even planning and so on, although Matt's office did the greater part of that when you guys were still there.

CW: I remember walking down to your office, quite often, when I was down the office in student affairs, I mean Matt ____ office, University Relations, and I would see two of you sitting over in the corner. One reading out loud to the other one, they were proofing this stuff out loud, and I couldn't believe they were doing that. I thought what a waste of time for two people. Was that the board stuff?

PG: The Board Formal we proofed them. The Board Formal recommendations at that time included hundreds of recommendations that later on when we were looking for ways to trim what we do, we realized we didn't really need to be sending to the board and follow the letter of the law. So we were able to cut that way down. Remember I had probably 20 pages on average in just those personals and the board members, once you really thought about it, there was such volume there they were just taking us by our word anyways and because the University has five collective bargaining units, really the

hiring, firing, promotion of most of the employees are governed by a union contract anyway, so when the board approves a new contract, in effect, its approving-

CW: The hiring.

PG: And to do all the rest of it.

CW: So if somebody went from the counseling center to the University of Relations office – a secretary say – that was in the Board of Control to be approved. Every tiny detail like that, so it saved a lot of time when they eliminated that.

JS: And you're right we would sit there for hours and read and proof.

PG: And we did actually two sets of former recommendations one with salaries and one without salaries. The one without salaries is the one that could actually be viewed by someone who wanted freedom of the information, could wish to view the board procedure and after a while we realized we really didn't need to be doing that either.

JS: One of my jobs was after the board meeting, we would have a record in the President's office, it was in a little metal cabinet, they were about 5 x 7 cards. There was a card for every single employee at the university and it would have the complete record of their employment at the University. It had their name, their, social security number, the department they were in, when they were hired, what position it was that they were hired in, all their salary, and all of these transactions were taken from the board materials that had been approved at the board meeting and I would take every single one of those yellow sheets, copies, and put that information on these yellow cards and I mean it would, you would have the date of tenure and promotion, all of that kind of things. If someone took a leave of absent that date was listed on this card. I did that for many, many, many years until finally we thought why are we doing this here in the President's Office? This is something that should be handled down in Personnel, so eventually that was all transferred down there and I don't know what they did with it.

CW: I wasn't aware that you were doing that.

JS: Oh that kept me, yes, that was a very big part of my job, to keep that up to speed. Every single person that worked here in this university and any transaction that happened with their employee at the time was all recorded, hand typed it.

PG: I wonder if there is even a manual typewriter left up there in the office, we kept one around just for a few emergencies.

JS: When I worked in the Alumni Office Burt Tupula was the Administrative Assistant at the time. Burt was the first one on campus to learn about a computer and we had it in our office, the Alumni Office, the only computerized, it was called the Magcard. We had the first Magcard quote computer on campus. I would think that the Personnel would have gotten copies of all of the Board transactions, so they would have had their own copies, but what they did with it I have no clue. If they just followed each of those copies into each person's Personnel file, or what they did, but yea I did that.

RMM: Not to ruin a good time, but now all that stuff is private and you know if you want to pick up a faculty record, you can't look it up.

JS: Yeah kept all of those, right there. That was in our office.

RMM: Now when did that sort of end, when did they sort of stop.

JS: You know, I think it would have been probably about the time Jeanette left. I think it might have stopped probably around the time we started doing all that microficheing and you know making all the copies of all the files and everything. I would guess it was in the 80's probably around the time that Jeanette left the University.

RMM: It sort of sounds like something from the old days, when you had a handful of personnel?

JS: It was and she just continued it and, I mean, she was the keeper of those records as well.

PG: I remember the staffing plan because that was one of the things that I had to do. I think that's one of the things that Anne did. Dr. Appleberry through the budget cuts and so on, that's how you kept track of everything as far as your personal expenses. There was a master staffing plan with the University. Do I remember correctly? It was like a big thing out on the table top.

JS: Yes, we wrote in pencil.

PG: And everything, every action was kept track of up there, so that they had the full picture, and they knew exactly, if something needed to be cut somewhere, they knew exactly where everybody is at. The staffing plan and then went on for several years. It reminded me of a flow chart.

JS: And it was done by division with the departments underneath them.

PG: And at that time there were probably five divisions and eventually it went down to three.

JS: And that was all done in pencil.

RMM: So if the president wanted to check on something, but it could be done instantaneously.

JS: Oh sure, as long as it was kept up to date.

RMM: So you were doing a lot of collecting information and having it available for when the President needed it, but done in a very crude fashion.

CW: Well back then though, it was the only way we knew how to do it.

PG: Dr. Appleberry was very much a detailed person. Remember how we would chuckle about, he knew exactly where everything was on his desk and if you had been in there and messed around with his desk he knew it. But I'll tell you, one of the things about him, Jackie and I were just talking about this because we had been down to Pat Appleberry's memorial service but I remember one of the first things he said to me when I was coming into the office. He said, "If ever you make a mistake, please just come to me and tell me about it because then we'll make it work, we'll make it right, whatever. The worst thing that can happen is that you try and hide something and then it just gets worst." And I remember those words because there were a couple of times that I did make mistake and I went right to him and said, "You told

me.” And he was always really good about it and, you know, we found a way around it whatever it was, but I always respected him for that, you know, it was good advice.

JS: Are we moving on to Dr. Appleberry? Because, I just wanted to say that, well I always took care of all the mail things that came through the office and he had a real irritation with his middle initial and his middle initial was B for Bruce, James Bruce Appleberry and we would often times get things that come in the mail, James P., P as in Paul Appleberry. I would have to call whoever sent that letter, or piece of correspondence or whatever. I would have to call them and make sure that they corrected their records so that, that never happened again, so he didn’t like to have James P. Appleberry.

PG: He also had a pet peeve about somebody pulling into his parking space.

CW: Oh tell them about that.

JS: Oh my god, the reserve parking space for the President. In the front of Cohodas, he had the first spot out there.

RMM: Out on Presque Isle?

JS: Yes and if he would go to lunch or go to a meeting, you know how people are trying to find parking places out here, so they would whip into the presidents parking spot. He would come back from lunch, _____, rotary, or wherever he came back from, or a meeting and he would come back and someone would be parked in his spot and he would park kiddy _____ behind that car, come up to the office and we would have to call Public Safety and Public Safety would come over and give that person a ticket. Oh, this happened so many times.

CW: And there’s no way that person could escape. They’re parked right up to a curb and then there was a hill so they couldn’t even sneak out of there.

JS: But we had a few that finagled their way out of there, somehow or other, up over the grass and over the yellow mark, or whatever. Oh yea, that was another one of his little quirks. He didn’t like that.

PG: Didn’t you tell us, that, I think it was Dr. Jamrich who was President when the Edmond Fitzgerald went down and didn’t you tell us or was it one of the other ladies that the day before the Edmond Fitzgerald before the storm came up, that Dr. Jamrich, who had been a meteorologist in World War II, told you ladies, “Look at this weather pattern this is not good,”? It might have been you or it might have been Marry or Anne but he noticed the particular pattern that was going on in this building storm, commented to the ladies in the office that, this was really not good and didn’t vote well for what was going to happen. Then that was the night that the Edmond Fitzgerald went down. I remember that story because of his history of meteorology.

RMM: Did you ever hear about the story of the pine tree in front of his office?

JS: I was just going to say that, when I thought of it. Yea, they cut the top of the pine tree off. Is that what you mean?

JS: Didn’t it blow off?

JS: It broke off a storm and then we ended up having to cut it off.

RMM: Cut the top of the tree or the tree.

JS: No it was just the top of the tree.

RMM: Wasn't that pine tree then the model for that logo they created?

PG: It was and then someone jokingly made the copy of the logo with the top of the pine tree broken off. It was probably someone down in Communications.

JS: We also had a bear in that tree one time.

PG: Yes when the Vandaments were here.

RMM: No, no, no that wasn't a different tree.

PG: No that was a different tree. It was over by the resident halls. It was a deciduous tree it was like an oak or something.

RMM: Yeah, yeah the bear was sleeping.

PG: But we had the bear in the painting that we had done for the Vandaments that _____ did. It had the bear in it.

RMM: In general, Jamrich was not that social, didn't really interact with the office personal.

CW: He was the right man at the right time though and I think each one of our presidents was just the perfect person at the time, because Northern needed to grow and Jamrich came in right when it started, it went up to nine thousand while he was there, I mean it's not even there today I don't think, but he was the right person to guide it through there and he was so academic that he also was responsible for the increase in all the academic programs. I mean it happened during his tenure, so I have to guess that he piloted that or pushed that through. I just felt that each president, maybe when they left they weren't the most popular, but what they accomplished, I think, was timely and was right at the time. I don't think we ever had a President that wasn't the right person that we needed at the time. During their tenure they might have grown into not the right person anymore, but when they came in this is what they would take up to Judy Bailey and we know that she was not popular, she wasn't here two weeks, three weeks and she realized we needed to become a computerized university and Fred _____ had been trying for that for years to get that going and prior presidents wouldn't really bite on it and she just flew with it and look what that did. That just revolutionized Northern that put us way ahead of the game.

PG: I have a lot of respect for every president that we worked with, all very different and it's interesting because as you talk to people in the community I think some people would like you to say something one way or the other about the president and sometimes I think they are disappointed with the fact that we all do feel very good about our relationship with all these people. As different as they all are from each other they were all very good to us, we had working relationships.

CW: We got to see a side of them a lot of the public didn't see. We saw a side of Judy for instance, that you had to respect and the public would generally take and voice or form their opinion on something the thing she had done, so we just couldn't support that when we were out in the public like Pam said and somebody would be starting to bad mouth or say something bad about that particular person, we couldn't go along with that and I never did, I just didn't feel comfortable with that because I didn't feel that way.

JS: And I to this day defend them.

PG: Absolutely.

CW: They were great people, good to us.

PG: If you kind of look at this pattern of Appleberry being this go getter, pusher, ahead type person and then Vandament being the healer, the psychologist and then Judy being the push forward, move forward person and Dr. Wong being more again the healer, the psychologist, but more maybe with a combination too of the move forward a little more and even Mike Roy. You know, we had a year with Mike Roy that was fun filled, event filled, and we got know Mike. We threatened hi m that he really should wear a bell because he's so darn quiet. People would call on the phone and look for him and we wouldn't realize he had left the office.

CW: We would all be in the reception and he would get a call and we would say, "Does anybody know where Mike is?" We would be talking back and forth and all the sudden you would hear this little voice back in the corner in the President's office, "I'm here."

JS: We didn't even know he was in the building.

PG: Very quiet, but effective. He dealt with some big challenges too. He had the flood. Actually, he had three different flooding situations that occurred.

RMM: Now which flood was that?

PG: The dead river.

CW: The dam broke.

PG: Then we had the building on Wright Street that no one had been in a couple weeks.

CW: The Cohodas building, we all had to evacuate because there was something pouring water all over.

JS: Into the computer room when they were down stairs.

CW: That was all during Mike's tenure he had three floods. That was funny.

JS: We had a couple of those in the office too. We had a couple floods in our office.

RMM: Was it here or this side of the building that they ____ went out or something?

PG: Air conditioning?

CW: Well every year, we had water pouring down on the sixth floor almost every year. They could not get that thing straightened out.

PG: Apparently the old plastic piping in the air conditioning system, and we kept saying, "Why can't you fix this once and for all?" and they said, "Well the problem is until we replace all the piping we have to just address each of these issues as they pop up." But, as soon as it would get hot or humid the air conditioning would spill over.

RMM: But they did solve it because we haven't had.

PG: That's good.

CW: Are you sure they solved it on the sixth floor? That's where it was always a problem.

RMM: Well nothings dripped, I haven't heard anything.

CW: Okay, I didn't think they were going to resolve that until they rebuilt or remodeled.

PG: Maybe when they did the minor, remodeling that we did they took care of it.

CW: I remember your wall in the president office was always wet and the carpeting had to be replaced and the ceiling. It was a 1975 air conditioning system in a building that just couldn't handle it.

JS: Oh yeah it was a mess.

PG: I remember hearing it one time that in order to cut the budget they ended up putting about half the power into the system that should have been put in, when the building was built and they also divided the building north and south with the systems. The building faces east and west with all the windows and should have been divided east and west, so the system and reality are constantly fighting each other.

RMM: That's true because in the building now, like, on the east side things under control in the winter its pleasantly warm, I'll be in my office and its fine and then you go to this side and you're out there, arctic. It's very, very, cool over here

RMM: So Appleberry was sort of on top of things and then Vandament came and he was more capable.

PG: We loved to refer to Dr. Vandament as delightfully disheveled. He would come in and we would turn the ____ off with his _____. He had this wonderful black and white, sort of a seersucker sport coat that he got in a pickle jar and that is just so Dr. Vandament.

RMM: In a pickle jar?

CW: That's how he got it. He brought that down to me once, I was still in the University of Relations office down the hall and he walked in and I was sewing a button onto Matt _____ sports coat. It was at

my desk and he looked at that he went back to his office and got his sports coat and brought it down and asked me if I would sew his back on too. That's just the kind of person he was, he just didn't know.

RMM: Is this sort of the, kind of, black and white like a-

CW: Seer Sucker. Light cotton.

RMM: I'll make a comment on it, because he was here, he arrived in the summer time and they were having a picnic out the building there and my daughter was here and I looked up and saw this guy, I didn't know it was Vandament and I told Emily, I said, "Emily you see that man with that coat, that jacket on." I said, "Few people wear those jackets." I said, "That is kind of typical of the old time faculty and what not. For the summer they would show up in that." So, anyway that was the end of it and then later on _____ came by and said, "you know that's the new preside." "Oh I was just talking to about him." But it was kind of sunny, when I saw that jacket. It was kind of old time dress for the president. If you're going to have a picnic, you know.

CW: Vandament and his wife Marge, they were just terrific people. Marge, when she had been younger used to pick Morel mushrooms and they knew that we picked them every year; it's a big deal in our family. So, we invited them to go out with us once and Marge was having a ball. She was just jumping out of the car grabbing mushrooms. He was bored to death but god love him, he went a long anyway and he walked through the woods with us and never found a morel. Every once in a while you'd see a tree over there and behind the tree you saw smoke coming out and you knew he was over there having a cigarette. So, we finally gave up and on the way home that night, we had two vehicles and he was in the front vehicle with my husband and his dad, and way ahead on the road was a huge white morel mushroom and he saw it first. He was so excited, he had to get out pick it and light a cigarette because he was so excited, so excited that he was celebrating that he finally found a morel after eight hours of looking for one. Oh, they were so fun to do that kind of stuff.

JS: We used to find ashes in the president's office we knew he was smoking after hours.

CW: Or if you come in, in the winter in the early hours of the morning, it's still dark out. You would see cigarette light outside under the awning and you knew he was.

JS: But he wasn't an early person though.

CW: He came in early sometimes and there was usually a maintenance person with him smoking their cigarette.

RMM: But he was outside?

CW: Oh yea, at that point he was but they probably know some stuff about him smoking inside when he wasn't supposed to be.

RMM: I always found though, it was kind of an interesting social event, because he would come down and smoke and I always thought smoking was kind of, it was a means of something to do, then you could stand there, or else you kind of looked like an idiot standing along and he would then be out in front of the building here smoking, so it was kind of free time and everybody coming in and out of the building could come and talk to him.

PG: It was a networking opportunity.

JS: Open hours.

RMM: You didn't need to make an appointment, he was just there and they would blah blah or somebody would smoke with him and I always found it very interesting it was like his club house and people could just go up and talk to him.

CW: Kind of like the round table that Edgar Harden had for the years early in the morning. He would have his coffee in the university center in the, what was that room called? Charcoal room, that's where Dr. Harden would go and there was a big round table and all the same fellows would come, never women of course, all the same fellows would go every morning to sit around there coffee.

RMM: Every Morning?

CW: Oh yea, that was very important to him. He would do his interchange with a lot of staff over there in the morning, just whoever wanted to show up.

RMM: He was just there, so a department head wanted to go and have coffee.

CW: It was usually, as I recall, Tom Peterson would be sitting there, Paul Soney would be sitting there. Some of the old timers that were here years ago. But he was open to that, that was what was so nice about Harden. Harden, Vandament, Wong, I put all three in the same category, I really would.

PG: Definitely the people person.

CW: Right the people, people in that regard.

RW: Now did this ever trickle down to your level? I remember seeing Vandament one time over in the university center, no not the university center, Resources and I remember he was there and this was soon after a little while after he had ____ and he was walking around, so here's the president walking around with a clipboard and he was taking notes about, I don't know.

CW: Did he use to do that, go for walks, was he like that?

PG: He did a certain amount, where he would just go over and have lunch somewhere and whoever he would run into, he would run into. There was a difference there in style. He was a much less formal person. You know, like, Dr. Appleberry, everything was recorded, we were so organized and we knew exactly what was happening, exactly what was expected and with Dr. Vandament, as much as we loved Dr. Vandament it was a little bit of a struggle for us because we lost a little bit of that, sort of, control that was going on there.

CW: Knowing where he was at all times.

PG: And we didn't always know that something had been planned or that something had been decided, because there wasn't this formal paper trail that went through us and so there were times that we were caught by surprise because Dr. Vandament's style was more relaxed and that's probably why he was

more liked by some people but it also then presents its own challenges internally, because sometimes we were surprised by something that had been decided or something that was going to happen or a contact that had been made and there were times we said, "Oh, you know this kind of scary because we're not going to have this paper trail." Because, normally when questions come up about things we have such a good record of everything.

JS: Yeah, he wasn't one for correspondence in, no, no, follow up in that regard, keeping a record of it. Yea he didn't do a whole lot of sending out letters and things.

RMM: And I would have to add to that, he would send me notes on just a scrap of paper. Usually it was ripped off and it was a napkin or something and it would say Russ Great Job WED. No wait a minute.

PG: Yes that's right WED.

RMM: V, V, V.

JS: That was another thing with the presidents, I had Dr. Appleberry's signature down pretty good, so I could forge for him very well. Pam, she's left handed and so is Dr. Vandament so he could forge for him, so that worked out really well.

RMM: Maybe you sent these messages.

PG: Those were probably his own. If it was a pretty, typed-up one it was probably mine.

RMM: This was just a hand me, I got a number of those, I kept them because they are kind of delightful you know, because the thing was he recognized what you did, great job, that was it.

CW: Well you really enjoyed working with him didn't you?

RMM: Oh yeah.

CW: I mean you two really hit it off.

RMM: And the other part of it was that he was interested in local history.

JS: Oh yes and all the things he tried to get here on campus down to the rail car.

RMM: And I tried to tell people. I tried to tell the historians to, you know. I got news for you, once in a lifetime for that president to have that kind of an interest in history. It's not going to come up with the next person.

JS: And the Vokers.

RMM: And then when he came up, he led the exhibition. There were a number of exhibitions around. We went up to Vokers house and then he and I and I don't know other people went up to the, kind of like a garage barn. The place was like, I mean it was just junk all over, and I'm grabbing, I see they are on display, the old cans of tobacco cans and what not. He thought it was nuts picking this junk up and I said, "No, no we clean it off." So then I remember he picked up this dirty, I don't know, it was all covered with

dust, I mean thick filth of coal dust and he picks up the bible, the family bible, which was inside a leather thing.

CW: That was in the storage room?

RMM: It was in the barn and it was all covered in dust and he says, "Does this have any value?" I looked and I told him, "You got a bible. Okay, okay." And we kind of knocked the dust off it.

JS: He wouldn't know what a bible was.

CW: Like a morel. He couldn't find a morel either. He learned a lot about what to keep.

RMM: Only at the game of cigarettes. Then there was a lot of other junk that we pick up and now it's all on exhibit around here. Then he led another exhibition.

CW: Out to California didn't you? Seaborg?

RMM: Yeah, it was the Seaborg thing and we gathered stuff up there, no he sent me and then he came up from Long Beach and we packed up a bunch of, you know, he was actually there working packing boxes and what not and then loaded them in my car and brought them down to the post office, but we went down to Stevenson thinking, I don't know, there was some guy down there Saint, Saint...

JS: Oh, Early Saint John.

RMM: We went down there and then he brought a crew, he had a work area.

JS: Industry and Tech or something like that.

RMM: Yea we brought back the logging equipment, which I think _____.

JS: One of the problems was he had too good of a heart. Remember, we would worry about you know a little foundling would show up on a door step and he would offer help and that's wonderful. Except how do you eventually, once the word gets out, how do you define one foundling from another and well he wasn't concerned about that. I mean somehow it always managed to be okay, but he did. He had a heart of gold, has a heart of gold.

PG: Dr. Vandament had started it on things rolling, and people were so enthusiastic about the way things were going that nobody wanted to break the momentum and so it was actually a wonderful thing that they were able to stay for the six years.

CW: You know they were told to stand by too. They were standing by during that meeting, so I have a feeling.

PG: By then I think the board members were all pretty much sensing that none of these people are just quite right. Remember the one couple from out west somewhere? The body language-

CW: They were a younger couple.

PG: She did not want to be here in Marquette and then I think one of the other ones, the spouse wanted to go to all the interviews.

CW: Yea, she wanted to run the show. She was going to be the one that was going to be the president, he wasn't going to be.

RMM: At that time, were the candidates, did they have a public meeting?

JS: OH, sure. It was during the public meeting that the wife was doing this and I looked over and I thought this one is never going to work for you, in the pioneer rooms because I can remember the setup.

RMM: So Vandament was at kind of the point, he sort of knew that they might?

JS: Well, my guess is that he probably had a sense and you know we wouldn't have been privy to any conversations that they might have had or anything, but there might have been a sense-

RMM: Stand by.

JS: I will tell you because people wanted him to apply, people were very clear about wanting him to apply, which he didn't do because he had agreed to come for a year.

CW: I think he wanted to, but he had made a commitment.

PG: He had actually been sort of semi-retired.

JS: Very unique in higher Ed in that, he had served both roles of academic and financial V.P. you almost never find anyone who has both kinds of backgrounds, so he really turned out to be, I think, a very good person to be here because he understood the financial situation during a time when finances were-

CW: And he was the first president and the only one until Les that refused to take a salary increase when we were cutting everybody else's budgets and of course when you do something like that. In fact, he was the first one to get the unions to reopen their contracts and re-bargain when we were in such dire straits one time and he led the way by refusing his own salary increase and I see the same thing happening with Les Wong. He's willing to give up, you know, that's, that, psychology background too, both of them the people person.

RMM: You were trying to talk about President Bailey and she came in and was more aggressive than Vandament.

PG: When we interviewed with her she scared the dickens out of us.

CW: Not that she was bad or anything.

PG: She's so, kind of a, force to be reckoned with that we thought, oh my God. Especially, after Mr. Laid back, was this going to be awful?

JS: To be honest we were sick.

PG: We were scared to death.

JS: We were sick.

PG: And we turned out to love her.

JS: Oh my God, loved her.

PG: You get to know her and you get past maybe what the outside world sees and you get to the real person. The person who hurts and bleeds and everything else, just like all the rest of us and it was there. I remember her staff from Maine telling us, "This woman works twenty hours a day." "Yeah right." Well.

CW: It was fun having a woman as a boss for us because we could talk about stuff we could never talk to the men about. But, you know, she took it on the chin many times in the newspaper, Mining Journal Paper, and they made that clear and they took every opportunity they could to just stab her and she held up until one day when she came into the office and she went into her office, closed the door and we could hear her crying in there and we decided to send Pam in with her and see if Pam could help her through it. We thought they were pretty tight and we thought maybe Pam could help her get through it, but it was just heart wrenching for us to watch her go through that.

JS: Tough on the outside but she could melt on the inside.

CW: They did some dirty stuff to her in the Newspapers.

RMM: Did you come across any reason why they had this vendetta?

JS: Because she was a woman.

CW: Well, our reasons she was a women, number one and she was a women who acted like a man, number two and put that combination together and it just doesn't fly in this town.

JS: I think that Judy in her enthusiasm for her job didn't always probably do the level of choosing that some of the other presidents have done and people got used to. So I think that there was a tendency too.

PG: Well we know that, she did come across, she came abrasive with some people and when you get to know her you understand that, but I don't think that in the public eye the understanding was. You know Phyllis Maki, remember Phyllis, who was like us at first. She was scared to death of this new potential president and they ended up being best friends.

CW: She was there the night they hired Judy underneath the Library building. Phyllis and she were with Holly and when they came out of the meeting and they said they were hiring Judy she was just sick to her stomach she said, "Oh I cannot believe you're going to do this." And they ended up working together. You know Phyllis was the head of the Development Fund at the time as far as the Board, which is obviously a very important position with the president.

PG: But Judy gave 150% to this University and everything she did was for this University and I always felt bad that she didn't get the recognition she deserved and when she did decide to leave, you know unfortunately, the situation that occurred down at Western was not fair to her either, but that's a different story. But, we're still in touch with her and we're still in touch actually with all the presidents.

JS: She's going to be staying with her Friday night.

PG: No I'm not. We're not going now.

CW: She was at Western not even three years, but you know when she left under whatever the circumstances were. There enrollment started to climb, she had laid the ground work for that and just as it started to finally climb she was out of the picture. So, she didn't even get credit for it and it continued to climb for three or four years after she left. She instituted some of the policies that helped Northern grow down there.

JS: And the work she's been doing since then has been in helping schools with building, enrollment management.

PG: She's very smart, she's very capable and I remember her telling this story of one of the reasons that she's as driven as she is. Is that she remembers back many, many years ago, her mother standing at the kitchen sink doing the dishes, when things were not good in the family and her mother had no choice because she had no career, she had nowhere to go and she said I will never, ever, ever be in that position and that's part of where that drive comes from and in a case like that you kind of have to take the good and the bad and put it all together in a package and realize that nobody is perfect.

RMM: I have a question to ask you about her, was kind of part of her problem, she didn't explain things and sort of let people make their own decision and if they burned themselves well too bad? And I say that in terms of the merger that took place, you know the merger of the departments, but what happened there was the merger came down and so on and then they opened it, I don't know if she was involved, but my feeling was that, what they should of done was not to just dump it on the faculty and say that you have a choice, you cannot have a merger and lose people or you can have a merger and save people and this is what it's going to be. You guys make the decision.

CW: That would have been the way Vandament and Les Wong would have done it.

JS: People need to feel that they have been part of the decisions making process and in her enthusiasm to move forward and get it done, that drive, that's the downside of that drive. Is that you don't always stop to ask the right questions along the way.

RMM: So that's what my observation was.

JS: Being part of the decision making process is important. I think you're right our psychologist presidents were more-

CW: I assume you work well with Les he's just like Vandament in that regard, you're the one in the department let's let them decide what's the best way to go.

RMM: We haven't had any, in terms of ___ departments and what not, with the decisions from his end of it.

CW: We're kind of amazed that he's still here. We thought for sure we would have lost him.

PG: We knew he was being courted practically from the time. Think about when he came in, when Les Wong came in, well first of all the poor man had appendicitis. He's been here for what, five years now.

CW: We thought he would last two years and someone would snatch him.

PG: He had appendicitis right before he came here, poor guy, and when he gets here and what happens? The President of the United States is coming to the Superior Dome.

CW: George W. Bush.

PG: And it says one sentence to say that but it means weeks and weeks and weeks of intensive work to make it happen and then this was also the year when the downstate legislatures were particularly in a mood to suggest that Northern should lose about two thirds of its funding, so he and David Hanes, you know, he as a brand new president and I guess, fortunately, with David and Mike established relationships with the legislatures and brought us through that crisis, but you talk about a President that had to come in and literally hit the ground running. This guy did and he did it with flying colors.

CW: And he did it smart too, especially with the visit from the President of the United States. He called that group together, my gosh, it must have been twenty some people together in the boardroom to talk about how are we going to pull this off, we have one week to do it.

RMM: Wait a minute, let's stop and talk about that specifically, how that came about.

CW: The President of the United States coming here?

RMM: I mean him coming and how you guys heard about it, I think it came out of the clear blue.

JS: It did. I got the telephone call and I can't even remember who called me.

CW: It was on a Friday afternoon.

JS: It was I think you're right.

PG: Yea we all used to laugh about that.

CW: That day, he assembled all those people in that room. He wouldn't even let them go home for the weekend because he knew we didn't have time.

JS: Wasn't it during lunch time or something?

CW: It was during lunch time.

JS: I answered it and who in the heck called, no it was somebody from Washington D.C. that called, someone from Washington because he wanted to talk about the President coming and using the dome. They wanted the biggest arena in the U.P. they could find.

RMM: Wasn't it supposed to be?

JS: It was supposed to be in the Berry center and then they moved it into the Dome.

CW: Because they saw that this was going to be a big crowd and oh my gosh, the smart thing he did about that, I mean the whole thing went off without a hitch, but the smartest thing we did was not letting it happen until we had a signed contract. Because the president was known to go to these different areas and do that and not pay the bill and just the other day I hear that wherever Obama went to speak, at some university, that they got stuck with the bill but we didn't get stuck with it because we had a signed contract with the guy that had called her that day, we made sure that was signed.

RMM: When you talk about the contract but you had to pay for?

CW: All the security, audio, visual, setting up for the whole dome, thousands and thousands of dollars.

JS: You got custodians and things that had to be paid.

CW: And a ton of colleges were getting stuck with that bill.

RMM: And then you had the threat of security?

PG: And because it's political, Les was savvy enough realize that we can't be really in a position to be hit for a bunch of money in favor of one political party over another.

CW: Dave Haynes told us they heard about the other colleges, how they got hit and stuck with it and what are they going to do complain they had the President visit there college they should be lucky to have him there.

RMM: So in this case it was Haynes alerting Les?

CW: Yes, Hanes was on top of his game when it came to that.

PG: In many ways David is one of the most valuable resources because of his connections and so on and I still say that weathering that storm of, you know, the negative stuff going on with the down state legislatures right after Les came was David helping Les make the connections. Les, once you got Les connected with someone, Les can carry himself, but Les was so new that he didn't even know these people yet and David had to be the person to pave the way.

CW: We didn't see him for almost two months when he came to work as the President he was gone, either to Lansing or D.C. for two months.

RMM: Now that was the, he came in?

CW: May or probably July?

JS: He was here in June but I think it was actually July that it became official

RMM: But then all of this kicked in the fall?

JS: In August or something.

CW: Yes the visit of the new president but Les accepted the job in May. The week he got there was when he had to start hitting the trail because of what was happening in Lansing.

JS: He came early, he came a month early.

CW: Even though the contract wasn't supposed to start until July 1 he changed it to June 1 or something. We knew we needed to get him down state fast because we were losing out. These people down state were already not real happy with us because of Judy. That didn't help a lot.

PG: It really goes back to, Northern needed to pay back what Jacobetti did for us.

CW: We battled that for.

PG: It may have finally gone away.

RMM: Was that something you noticed in the office the whole Jacobetti funding and so on?

JS: Oh yea and Jake and Dr. Vandament were very close.

PG: Dr. Vandament went out to lunch with Jake not long after Dr. Vandament came here and he came back to the office and said that he didn't even really want to stay for the rest of the afternoon because it had been a true Jake lunch and I think there had been, maybe, more than one martini involved.

JS: At Whiskers, it was probably at Whiskers.

PG: Those two bonded and even though that was, sort of, near the end of Jakes time, it was a good relationship to have, you know.

RMM: Do you think that had an effect on legislatures on Lansing?

PG: The fact that Jake, you know the whole Jake story is that, Jake had the power and Morris Hood had the power and those two, I scratch your back and your scratch mine and they helped each other get the resources to the parts of the state, that the rest of the state wanted to forget about being the U.P. and the inner city Detroit and, you know, the U.P. wouldn't have the infrastructure like the roads and the facilities. Northern wouldn't have the facilities we have if it wasn't for Jacobetti.

CW: We wouldn't have that dome.

PG: Whether you like him or not he brought resources here and to the detriment a lot of the other legislatures felt to their own districts and so when Jake no longer had the power there were people who really wanted to pay Northern back and the threat was to cut, I can't remember if it was to one third or

two thirds of our funding and then they were even trying to design the appropriations to go to certain types of programs that would cut Northern out of the picture.

CW: That would have made them happy. Fortunately we had the right presidents at the right time.

PG: And I'll tell you something, Northern through all the years of these budget cuts and it kind of happened, like, every ten years sort of, you know, we would end up in some real trouble. Northern was always in a sound financial position. Many of our neighbors were not. We were fortunate we had good financial leadership. We still do, that we could weather those storms without getting into real trouble. Because I mean you'd get, you'd get the information coming from the state saying, "Oh by the way we aren't going to provide you with your quarterly payment on time." Well that provides an immediate cash flow problem because you're still making payroll every two weeks. Our financial leadership was always wise enough to have reserves and be able to do that. Some people criticized the University for having reserves. You shouldn't have that money sitting there, well guess what? Good thing we did. Then we were not paying back big loans like some of the others around us had to do.

CW: I think it's just part of that U.P. mentality too, you know? Seriously, you know what I mean when I say that? We're not a people up here, and I say we even though we came from the Lower Peninsula we are yoopers die hard, obviously we didn't leave.

RMM: Well I told my trainer one day, I was talking about the U.P. and I said something about the U.P. "You're no yoooper." I said, "Doug I've been here longer then you have." He kind of looked at me and said, "Gee you're right."

JS: We've been here longer then we lived down state, 38 years.

CW: When you retire and stay here you know you're a yoooper and that you love it up here, but its that mentality that is also engrained in Northern. You don't do stuff like that, spend beyond on your budget. Look at Lake State, Michigan Tech, they both got in terrible trouble for their spending, we didn't. I don't ever recall that we got into any major trouble from our spending at Northern.

RMM: I know when I was department head, sometimes you get, but I had a lot of trouble from political scientists on being a little too much to the left and "Oh spend, spend." I said "No, you have to pay the bill, we have to have money there to spend. Oh they thought I was terrible, doing a terrible job and I said, "No we can't spend the money or take it from them." And I got a lot of that and the historians they are also out to the left there. There they don't give me a lot of trouble, you know, like now we are finishing the budget the budget is in the black, we're done and then the other thing I have is _____ who's a yoooper she's monitoring the budget like the yoooper, so we don't have any problems, but that is kind of an interesting point in terms of the larger picture of the University, Maintaining the finances and that's one thing that you're kind of on solid ground with.

CW: The hardest thing to convince the legislatures every year, was that we live in the U.P. where it's cold eight months of the year so your heat bills are a lot higher then you down there at Central or you down there at Wayne state, so much a larger proportion of our budgets went to heating and electricity.

RMM: Now all the sudden it seems like, maybe it's just the calm before the storm or something, but it seems like in more recent years, now maybe it's since you've gone, but maybe you've heard that the

legislature has mellowed. We have people with maybe a few more brains, but I mean we don't seem to be getting-

JS: Hassled.

PG: See the term limits, the changeover, the term limits now has completed its phasing in, so at the time that all this was going on you had an almost entirely new set of people and they were very easily influenced, I think by some people and maybe this maturity has occurred now and I think the way they phased this in is that you used to be able to be in there for a very long term of time now it's only_____ so it's taken x number of years to kind of phase this in, so now they are probably rid of all those folks who were carrying the grudge.

CW: And also Les has got a tremendous relationship with the Governor, a really good relationship. She thinks very highly of him and I think that helps too, I'm not sure how much pressure she can put state that's broke right now.

RMM: The thing is that hostility towards Northern is-

CW: Gone.

JS: It was bad.

PG: I think they phased a lot of that out and you know enough years have gone by that maybe it just isn't worth carrying that birch anymore.

RMM: The fellow that was causing a lot of trouble there was the legislature from the Saginaw area and he wanted to give Saginaw Valley, like, a 24, 25% increase and then stick to us and we were going to get the two thirds or whatever cut and I don't know what happened to him, I haven't heard of anything, I should probably ask-

JS: He's probably gone.

RMM: Or he went through his term limits.

JS: Yea he might have been termed out too.

RMM: Now it seems like we're back to people that are thinking in terms of dealing with not a particular _____ but the...

CW: Entire Picture.

RMM: What's good for the state.

JS: Yeah instead of writing the rules to try and squeeze someone out they are looking at the big picture and what is best for everyone.

RMM: And sort of being politician statesmen in the good sense.

CW: I see acknowledgement too of how important Higher Ed is in Michigan. I saw that happening just before we left, they sort of realized the important role that colleges do play in Michigan and how much they contribute to the economies, so once the auto industry started going downhill, I think they realized you got a lot of income in those colleges too, so you better not cut them too much.

RMM: One time in the fifties there was a movement in the state legislature, in the early fifties. They said, "Well you know you can save money with colleges." And this is before they built them, "You can save money by outsourcing, so we will pay Wisconsin to take Michigan students. We won't have any infrastructures to worry about and we won't spend any money on any of the schools and send them all to Illinois and Wisconsin and what not.

JS: That's priceless.

CW: I never heard that story.

RMM: I think I found it when I did that paper about how they wanted too and then Jamrich was involved in putting together. They brought Edgar Harden in to either close Northern or get it going, something had to happen and many of them wanted Northern closed, Tech as well. Tech had substandard scientific equipment, laboratories and studies and that. This was 55, no, 50, 53.

CW: Are you surprised at what Michigan Techs doing now in the last few years? They're not just their engineering they're clinging to the liberal arts and adding all their programs, I'm kind of surprised about that. I'm not sure why that's happening.

RMM: Well I think it's just diversification for survival because they got rid of now mining engineering. They even had a, which we don't plug into, it's called industrial archeology and it uses archeology in history. We had a few people go up there recently, but then they went, and that was a master's program, and then they got a PhD. It was a PhD up there the last maybe three or four year, so I had to see now that part of the problem is who's going to hire you. The history department isn't going to hire an industrial archeologist but the people would be in position too, in terms of regional studies and what not, could play a role. Like, for instance the dissertation was the Toimese which was the radical newspaper, the guy did a study of their office space, a dissertation on how the office space was used in the Toimese building and how this got the paper to operation properly and so on, but I mean it's that kind of a study, to me it's kind of bizarre. But, the guy was down here and telling me about it, I said, "Okay I see where you're coming from." Kind of a little more exciting with some history to it. Yea, so they got into that and other things, writing programs and what not.

JS: Survival.

CW: Is there some other area, I got five more minutes.

RMM: This was kind of basically what I wanted to, just get your ideas in general enough to, you know, you haven't gotten critical about things and so on which is fine, but it kind of gives insight into how the office operations in the late twentieth century and then into the new century.

CW: You know Russ one thing that all three of us discovered after we retired and we were all surprised at it, was how easily we slid into the retirement and the relief of the stress. That we didn't even realize we were under that much stress, until you got away from it. Because, we loved our jobs, we loved

working with Les, I mean why would you leave when you had a boss like that. It was the time to leave, but we also had the stress and wow Sunday nights now are just, "Oh I don't have to get all stressed up anymore." I don't have to make sure my clothes are ready and the stress starts to pick up right after supper on Sunday nights usually, because you're thinking about the next morning and that's all gone now. So, we were just really pleasantly surprised.

PG: I would wake up in the night and go out and write notes. It's a wonderful place to work, I mean we all did very well together and we liked our presidents and so on, but it is a different level of responsibility and if you screw you're screw up can be much more serious so, yes a lot of the things we did are the same things that are done in a lot of offices but it is the level at which you're doing it that makes it stressful.

CW: And ours are more visible, anything we did was so visible, especially the social part of organizing the social end of it. You make one mistake, everybody sees it. If the secretary made a mistake down in the History Department, we're probably not going to see it in the President's Office, but we made one.

JS: If we had one misspelled word then it was like, oh God.

CW: Someone would call and tell you.

RMM: Or the other part of it is, in terms of the invitation list is-

JS: Oh sure, you miss somebody.

CW: It's very important.

JS: You know, I think as far as the entertaining and the even planning and all of that. That mostly occurred when Dr. Appleberry came – it was the start of that kind of level. You know we didn't do that when Dr. Jamrich was there.

PG: We did a lot of that down in Matt's office.

RMM: So, but then you think it reached a peak with Appleberry?

PG: Yeah, and I mean each of them had their own style, you know, as to how much they entertained and what type of entertainment they did, but bottom line is it kept on going. I think it peaked with Appleberry as far as, you know, putting the theme into the events. When Steve rosemary was there and Steve and Pat Appleberry had these two creative minds that just created these events that I'm sure people will remember and talk about and we've had other events since then, maybe many of them not as grand, but it was always there and it was always as soon as you would finish. It was one of the fun things about the office because it was project oriented and that's fun, but it was like, you just would finish one and man, there were two or three or four more and waiting to.

JS: Oh you're planning more than one at one time.

RMM: Now you've been gone for a while, but do you think that these events and so on continue?

PG: Absolutely.

RMM: But not as intense as say Appleberry?

JS: Well, I think it's different, I don't know if you could say one is more intense than the other. I think it's different, you know, each of them has their own style, probably, as to what they do and also, it's part of the times. I think entertaining is less formal now than it was, you know, 25, 30 years ago.

CW: Les pulled back a little bit because it was costing too much money, so we tried to do things a little bit more economically than we used to do them, so each president had their own way, but it's still important to have these events with the community, you got to have them.

PG: You know, you look how things changed in the whole alumni event situation, you know, many, many years ago we had tons of alumni events. The same twelve people were at every event and it got in a rut, so then they, kind of, discontinued it. Then they started with technology broadcasting, like, a hockey game to, sort of, sports bars throughout the country where local groups had organized, with the help of the Alumni Office. It turned out to be the most useful thing as far as maintaining the relationship between the younger Alums and the University. Now they're starting to go back out again.

JS: The Alums are younger now, they are getting more involved.

PG: So, it's a kind of a cycle, maybe that happens. I think the gals in the office are probably just as busy as we ever were with events and so on, but maybe just a little difference in the style.

CW: We thought that when we left the office, of course it's going to crumble. No, we didn't think that. We we're in on the interviews we knew that those three were going to carry that office fine. That was really good that we were included in the interviews too. Maybe that's why it was so easy to let go, because we knew they had three capable people to take over that whole thing.

JS: And we know that they're doing it in a different way.

CW: So we left all feeling good and we still feel good about it.

PG: And we get together and have our lunches.

RMM: Well I thank you for taking the time and doing this.

END OF INTERVIEW