

Interview with Dr. Judith I. Bailey
Marquette, Michigan
September 11, 1998

RM: Good morning President Bailey I would like to begin the interview with maybe a personal question here which I didn't have on the list. What is the date of your birth?

DJB: 8/24/46

RM: OK now I the first question, Could you give us a little information on your background and the things that prepared you for the presidency at Northern Michigan University?

DJB: Certainly Russ. One of the things that I have talked about previously is that I have had an unusual route to the presidency. I graduated from Couper College in '68 with a major in English and History and a minor in Spanish and Religion and thought that I would write the great American novel. Found out that it wasn't going to pay me anything, decided perhaps I had better teach school. That others were out busy writing the great American novel. As I began teaching though and again kind of a dull setting I was going to teach Senior English. Very focused on Senior English preferably Shakespeare. So the 7th grade language arts and Social Studies position I had as my first job was what I would call cultural shock. But I started my teaching career in middle school in language arts and Social Studies for the first year in the Washington D.C. area. Bret and I had just married he was in Vietnam. The second year I taught English to 9th and 10th grade in Rhode Island. Came back to the same school system Prince William County in Virginia and they were undergoing quite a change as a school system. Building a new building and again this was in 1970 when the public schools were looking at open classrooms. And in this new building I was the most experienced teacher hired with two years of experience and this is important because it propelled me to my administrative career. As the most experienced teacher hired I became a consultant confidant of the principal and department head. Rewarding the wisdom of two years of experience. Looking back on that I wonder how the school survived. It was a wonderful way to learn a lot about public education quickly and because the, as frequently happens, at public schools the building was not completed that we were moving into. I actually took the 6th grade it was the 6th, 7th, and 8th grade. Sixth grade to a vacant parochial school and ran 2 sessions a day and became the assistant principal to the 6th grade. And it was there that I had decided during that time that I had an interest in leaving the educational process as well as teaching and I began to work on my Masters toward that end in public schools. I became the first woman high school assistant principal in Prince William County. Against some odds pushed the boundaries a little bit there. Had found out that the high School assistant Principal was not my forte. That I did not want to spend my time dealing with disciplinary issues, teenagers and really wanted to influence curriculum and be able to work with faculty improving the learning environment rather than being the disciplinarian, and that was the role of the high school principalship. I moved then to Statford County Middle School where I was I mean the Statford County Schools where I was the secondary school coordinator of curriculum and instruction. Then the middle school coordinator at the same time I was working on my masters at an off campus ? at Virginia Tech. Then my Doctorate on campus completing my Doctorate in education/administration in '76. While I was gone at Tech, Virginia Tech living on campus working closely with the faculty in the college of education there I said this is where I want to be. I want to be in higher education. I want to work with the adult learner. I want to do the reading, the writing, the research, the teaching environment that a university provides. I want to use my administrative talents in these

areas. So I returned, we have a rule in the Bailey household, you never give up a job until you have a job because the mortgage must be paid. So I returned to public schools where I was still employed in Statford County and began putting the finishing touches on my dissertation, getting ready for my defense. Looking at the same time for opportunities. We were in the greater Washington D.C. area. So I went to the applied for the University of Maryland at College Park there was a faculty position with cooperative extension assistance professorship dealing with the faculty part of the position frankly was in the adult and continuing extension education division in the college of agg. The administrative piece was human relations coordinator and my role was to ensure that the program delivery of cooperative extension in 16 counties of Maryland was open to people regardless of race or sex. Basically title 6. That was I had been involved in the public schools and school desegregation and so I did have a background in human relations affirmative action(eeo). As I matured in that administrative role I became what we would call today the (eeo) affirmative action coordinator for both employment and programs in the state wide cooperative extension program as part of the university. At the same time I was designing graduate, I taught in the graduate school, was designing graduate courses particularly targeted to extension agents. In human relations, leadership skills, and of course normal relationships things that would help the effort I was working with administratively. Went from there I was there for 4 years and had an offer to become the deputy director of cooperative extension for the University of the District of Columbia. A predominantly African-American institution. Inner city you could not have had two different institutions period there was just no commonalities other than they were nine miles apart. The University of the District of Columbia had been formed five years previous to that a merger of three institutions, Washington Technical Institute which was a community college, Vocational program Federal City College you basic baccalaureate degree and the Washington Teachers Institute which had been a normal school. So those three came together to form the University of the District of Columbia given ? status. I worked predominately with I oversaw the day to day operations and worked, I worked with cooperative extensions in urban forestry plus management for a health institution and small business management in the inner city. Interesting work, I was there for eight years I learned a lot about myself personally during that time and I think it shaped the value system that I hold today. I learned what's its like to be a minority while I was of the majority race I was definitely a minority both in number of women in administrative positions in '76 and number of caucasians at UDC. In fact I was ranking white woman in the entire university and that created its share of stress in relationships. The first president was there for, the first president that I worked with was there 4 years of my tenure and when he left the university tended to lose stability and we went through 7 presidents in 4 years. Which created, when you report only one person between you and the president you see a lot of the buffeting which let me to look at other opportunities and in the meantime I had decided during the time I was there that I was functioning predominately in an urban environment and that's not where we wanted to be long-term. We wanted a more rural environment. That if I was going to make my career and at a university and in the realm of cooperative extension that I needed to become more involved with the rural culture a better understanding of forestry and agriculture because that's not where my degrees had been. So I spent quite a bit of my time working on national task forces including co-chairing a national study of the north east trends in food fiber and forestry for 2000 year 2000 which is right upon us. And draws you up short right now. It did give me a broader base of experience and some opportunities to look at the advantages of small rural area and moving more into other realms of higher education than only cooperative extension. I was selected as the first woman director at the University of Maine for cooperative extension. There were five women in the

nation at the time who headed the extension programs. That number has gone up and down but its always averaged around five. It just, of the 50 positions, Interestingly enough prior to '70 there were no women cooperative extensions directors. Then there was one, two then '76 to '88 you had a few more come in but really around the late '80 it was 1988 I was appointed to Maine. Wonderful opportunity too and I had no idea then that it was preparing me for the presidency at Northern but to learn a culture and a economy and an employment base very very similar to the upper peninsula. Augusta, Maine north and the Upper Peninsula are virtually identical. The major difference being the mine far much more paper industry in northern Maine than here although paper is a very predominate industry here. Different immigration patterns heavily Canadian in Maine, heavily Finn, Sweed, German immigration here. But the dependance on the extracted resource the importance of the ocean in Maine in the relate to the Upper Peninsula all create an understanding. That's where Bret and I found that we were we would spend the rest of our lives in small rural environments because that's really where we wanted to live. I was an extension director for four years and made my work economic development. That's a role that I enjoy playing very much here in the presidency. In 1992 I was named the first woman vice president at the University of Maine. The first vice president for research and public service who had not been a bench scientist by training. Which again gave me an opportunity to do spend a lot of time working with business and industry in partnerships. And that being both director of property of extension and vice president for research I was responsible for directly working with the state legislature on budgets. That has, I draw on that experience a lot. Again not knowing where any of this would go. Had someone ask me 1968 would I ever "grow up" to be the director of property extension I'm not sure I would have even understood the question much else been able to answer. Had anyone asked me would I be university president I would have said no because my path has started out so very differently. In 1995 the president of the University of Maine at the time made a staffing decision to offer the current vice president of academic affairs at the time a different role in the university and so between 8:00 in the morning and 4:00 in the afternoon on that Tuesday in May, my life changed. When he came over and said that the Deans had asked that I be appointed interim DPAA and in October that was effective of July 1 and in October I became vice president for academic affairs ?. I stayed in that position until I came here so that position gave me a chance to really work more closely with the academic faculty in a broader sense. I had worked as VP for research and director of cooperative extension with faculty in a whole lot of ways research particularly in science and engineering I mean that's where the large ??? graduate programs but in broadening the opportunity learning lot more about looking a total academic program for the university, fitting that with size capability of working to meet certain needs to render admissions and enrollment programs. So all of those in preparation for along when I became vice president for academic affairs then I became aspirations for the presidency but the focus on the fact that my current president at the University of Maine was retiring and I just assumed that would be my first chance as a president and you see what happened after that I was waiting for the search to begin and was recruited into this one simultaneously and it was a clear choice for the two offices Northern?? it offered for now I am clear about these choices. I wanted to learn in the process of the really the last five years of my career. I wanted to spend time in a school in a university where faculty would ? students. and we were trying to University of Maine and Northern are same size and university of Maine had a research agenda admission for the state that stretched its resources in a way that sometimes ?? and when I looked at the opportunity always racing after that and frankly not achieving at the level that Michigan state and having the opportunity to foster and build upon a wonderful opportunity for faculty scholarship ? activity and of course research but the focus being how to improve the learning environment for the students and

focus on the students. That is a long answer Russ. I am sorry.
RM: not that was pretty good in depth answer and provides insight in where you come from.

RM: Bringing that background with you I would like to talk a little bit about the conditions at Northern what was presented to you during the search process and what you found here and then if you could kind of tie that some of that background and some of the things you did. I know that one of the things you did was get on the road and visit communities and superintendents around the upper peninsula. I would like you to comment on that kind of entry process to Northern and UP.

DJB: Well one of the things that really surprised me on retrospect was how accurate the search committee was. I mean the search committee had a very good assessment where Northern was at the time when it was looking for a president for Northern. Couple of things as I look back and I am not sure if anyone could have and I say this in all? not just? could have prepared Bill and I together or individually for the general and ? You sense that in the interview but you really have the limit to know it is real. My brother has a quip that anybody can be good for a certain amount of time and sell you respect when you are interviewing that the University as well as you are on best behavior if you will. So this outpouring of respect and support of genuinely involved. People don't sustain that for over eighteen months without it being true and it has been one of the wonderful things and it is one of the gifts Northern has. One of the gifts we can share with our students. The search committee was very focused on two items: one in the context was that the university was doing very well and moving ahead and had a very successful presidency with Dr. Vandement loved by all. For candidate that is a little scary sometimes actually is are you going to be received after a person that every person hates to see leave. But I have no worries about that . I could not have been better received. But the search committee and the Board were very intent in fund raising and the development fund and the campaign for the endowment fund for scholarship and with the change in the legislative focus also? and we were very concerned about the enrollment. And both of I have had experience with but I felt before I could tackle particularly the enrollment question I did need to get a sense of place and probably Russ it comes from you have been on the search committee and you are being helpful and talking about the sense of place and I did when ? and I got into the car and drove all over UP and I have been lost in some of the finest places. ' Cause not all the roads match the maps. But I was ? with my experience with the public schools and because of Northern's roll in preparation and education throughout the UP I used and frankly ? reached down a hand of friendship and leadership. Have been organize things and I use that as frames I use intermediate public schools to kind of structure my visits surrounding meet with the school superintendent, the service clubs, with a group of alumni, visit a high school and then just wander around the roads well into the little local shopping centers, check into the general store to get a sense of and everywhere business and industry have opened up for me to tour. I have been into Mead, Champion, the hospitals and various places around. So I did have the sense of the drivers of the economy, the stresses that our students face economically, some of the opportunity they face , the great distance and that we had mild winter last year I do understand the vital issues. That gave me a sense about enrollment and really that our need to be better partners with the businesses. That were the two big learning that I had and so it drove my agenda when it came building for the 21st century and the heavy access to for the students leading to the outreach centers. And all the education centers and students ? looking at how to help make that transition. So those were major factors. As I lifted the partnerships with the businesses and the industry we have a declining K-12 population UP wide and if you look at the slopes of the graduating high school seniors it is going down by that ? in the next twenty years where

everywhere else it is going up. They say the average goes up about 11% but that average is pulled down by our decline. The need to look at how to attract new families to the region the economically development phase and we do that by strengthening our business and industries and we do that by having a competitive work force. So it all ties together with our enrollment needs. So that the decline in the I was expecting a steady population rather than a declining one. The probably the greatest surprise was the move toward a campaign with a lack of infrastructure. We have had a consultant but we really had not put into place any of the infrastructure that had been recommended almost over a year before I had arrived in early '96. And so I spent last year '97 working to put that infrastructure in place so now we are where we should have been sometime in '96. We are moving far more aggressively on the next steps to try and catch up with that time frame but that has been a major challenge.

RM: Now here you're talking about the development fund?

DJB: Yes the development fund infrastructure.

RM: ok could you focus on the next question here

What did you or do you consider the most important problem or problems facing Northern at this time?

DJB: I think our greatest challenge is our state funding. As we look at a change in legislature greater pressures by growing institutions who are having huge enrollment growth in areas that are growing by leaps and bounds. The pressure for them to have more resources the state saying resources are a fixed pie. Although Michigan has frankly been very very fortunate when I look around other states. We have not always had huge increases but we have always had a increase we have not had a budget cut. And so by comparison to states and I have lived in some of them that have watched many of them particularly in the middle east that took a state budget reductions much less zero budgets year after year after year. It makes a tremendous difference. But right now the pressure to meet the growing population down state and the institutions wanting to grow in response to that demand then there four institutions in the four Universities in the state not growing by leaps and bounds in fact because of either geography or economic issues such as closing the base of the White Pine mine maybe have lost enrollment over a five year period who are now stabilized but slowly growing will never grow at the rate they do down state. There are some pressures with the legislatures to look at either a formula funding or shifting fund or slowing the growth of our own funding. I think that the legislative challenges with a term limited legislature and not having the history that we have enjoyed and the history of relationships that we have enjoyed in the past will be incredibly important. And it is very difficult for all of us to realize what it means when we say our growth is going to come from growth in tuition dollars and growth in enrollment and we cannot increase faculty and staff until that's increased so that ratio has to change. And no one wants to hear that. The staff don't want to hear it I don't want to say it. Faculty don't want to say it. Everyone has a proposal that will increase enrollment but they come forward with "I can increase enrollment by X if I get another faculty member or two or staff member" but that does not help the situation but what we have to do is to do it on our current base and the greatest challenge downstate is going to be showing that we are an institution of vision and growth and ? off reduction. The greatest challenge on campus is in gaging everyone faculty, staff, senior administrator, alumni, development everyone to understand that we are going to have to grow enrollment without growing cost. And our greatest cost is personnel. That is the greatest cost in the institution.

RM: Are there any other problems or sort of everyday kind of

DJB: I think everything hinges on that because when we look at what academic programs we want to bring on line I think they are in the context of what does it say about our mission but always number one you want to be true to your mission and core values but number two then how does it impact enrollment can you do this without increasing costs yet increase your capacity

RM: President Bailey could you chronically your year I don't know how generally you could be but could you do that for us

DJB: Well I can and I'll start I came July 15 and actually was here the week before that with some overlap time with Dr. Vandament so that we had an orderly transition and its to his wonderful credit that we were able to do that because he was so supportive. The end of July and most of August I was trying to settle in but one of the things that I did that really helped me get a sense of Northern and its faculty and its staff was I took August and I walked through every room in every building and met with faculty and staff and students who were here. In their place with what they were doing. Now I my greatest weakness is my inability to recall names. I spend a lot of time trying to be better at names. I would be outstanding if we lived in a world of name tags and yet I hate them worse than anyone else. It did help me to get a sense of place and people and a sense of the physical plant. So that was a beginning and I focused predominately on spending extra time in the administrative units during those visits because I also spent the year visiting the academic departments one at a time and having a hour, hour and a half, sometimes two depending on the size of their department with each department. Talk about their vision, the faculty and department chairs vision for Northern. Some of the things they had achieved some of the things they hoped to achieve their dreams and some of their disappointments. Which I found, and see I start out chronologically Russ and I'm already off the point here, but it I did that every month visit so many departments and we had kind of a rush there in March and April to catch up but you forget how many departments there are until you start doing that. But the other thing was a real genuine appreciation by the department members that I would take that amount of time to get to know them individually and their departments and they had not seen that happen in awhile. So the other momentous occasion for me in August was my first ? speech. This was a terrifying event. To put it politely. I had read the last ten connotation speeches. Really did not know the height everything had been heightened you were this is the first official presentation in front of the entire assembled faculty, staff and some students. I worked on it worked on it and in retrospect I'm still not sure I got it right but I delivered it and it was very well attended positively received. Later I had found out that I had made a couple of faux pas as you would expect. Wonderful reception afterwards and it was more of a recap of what had happened while people were gone then I would have done had I been here full time year to year. And I think you saw that difference when you got to this years Convocation speech. And I think some I had some feed back later from some faculty that they were a little disappointed that i didn't give more of myself and more of my vision. Part of that was wanting to know more about the institution hands on before I gave more of my vision. And the other part of it is if you're not terrified the first time you as the president stand before the assembly of faculty and staff then you're not sure how much of yourself you're willing to put out there. From a real human perspective the particular convocation held a different weight. September was the beginning of a lot of planning for an October installation. It was my first opportunity to meet with the other university presidents in Michigan. With the state presidents council an intimidating group let me assure you the two of us were new last fall. I am the only woman in the group many of them had a long and involved complicated history. So there were a lot of relationships there. I have worked well with them over the

year. We meet once a month now. I also began my UP visits during that time. First visit with Michigan Tech and Lake State to get a sense as well as Bay De Nock and Gogebic and Bay Mills community colleges to have a sense of other higher educational opportunities in the UP. And I began in September working on what I wanted to bring to the faculty and staff as my principles and priorities. To the total community. Also started, and we talked about this a little bit yesterday, What is now the lake superior community partnership. In the transition President Vandament had a lot of what I call little one liners that were, let me say, innocuous enough at the time and one of them is he was kind of walking I mean literally kind of going out the door he says, "Oh by the way Judy", in the way only Bill could, "I have been involved with this group called the lake superior jobs coalition and I think you should stay involved with it you know it's something that I have been kind of working with and Monseigneur then Father now Monseigneur Coppo and Elwood Mattson and some others have been heading it up. They are involved with the airport relocation issue and so we think that as an economic development thing and as a community leader you should be involved in that. The little did I know that would translate to me going to my first meeting in September to find out that Bill had understated this situation by light years. And that I was by default co-chair of this fine organization. Which really did immerse me immediately into the community and in to the role that I do enjoy in economic development. It also helped me meet and become evolved and form relationships with community leaders like nothing else would have. I have I remain co-chair of what's not the Lake Superior community partnership and see that being a long time commitment but have spend many hours this year working with them to evolve from frankly a one agenda organization around airport relocation to looking at community and leadership development in a much broader way. So that was one of those little surprises he left me hidden under the drawer. I forgot I could have added that to my surprise list earlier. The other thing that happened in September was the was I met with the UP superintendents UP wide here on campus and began what was just a wonderful year of working with student organizations in a lot of different ways. The student leader fellowship program, the freshman fellows. I started a pattern that I hope to continue throughout my time and that is guest lecturing particularly areas of leadership, economic development, values management, those areas that I feel comfortable with. But have begun and really enjoyed working with students. Had just kind of a funny side and this was probably not a historical event for anyone but me who had not done it. Was the person to give the coin toss at the first football game last year. When the wildcats played and I don't recall who we played probably St. Francis we usually play them first. No one had ever told me how that works so I'm a person who stands in the middle of football fields and gives coin tosses. And I understand later from critics that I didn't get it right but we did hit the ground. Also meeting with the football team and I'm sure that they were wondering what is this woman doing in the locker room. They were fully clothed, I want the record to reflect that, but we talked about academics and what it meant to be a team and what it meant to represent Northern and I had done that throughout the year with everyone of our teams. Because I think that student athletes have a responsibility to the university and the university has a responsibility to them. But they need to understand that they are first students. And that's my message with each of the teams. My other message is that while they, my line is they pay me the big bucks not to sing and dance but they also pay me a lot not to embarrass myself on any athletic field" They, So I'm not an athlete but I am aware of the demands and very supportive I'm their greatest fan but I will hold them to academic standards and so as I meet with the coaches and with the teams I try to bring that point through. Their first obligation is to their long term educational goals. October was short of the day I got married, the highlight of my life. Was the insulation you Russ and others were very much a part of that the symposium that we had the reception the outpouring by the community. It was

my chance in the insulation address to set forth five principles that I have build on and will continue to build on of student access, student success, building and learning community, building partnerships with the community business and industry and moving the agenda in a timely fashion respecting the shared governments process and nurturing that as we do. There's just I can't think of a more special time and I don't care if you go on as some of my colleagues have third or fourth presidencies and I can't imagine anything more touching than that first and for me only instillation that we had and to see the student involvement when the student presented me with a pin. Symbolizing the presidential leadership. As I flip through the album behind you on the bookcase on occasion and I have quit looking at the tape, I cry when I look at the tape so I have quit looking at the tape. It was a very celebratory time for the institution and I really wanted it to focus on celebrating Northern because the president one of the things that I think all presidents have to remember is that we are not the institution. We are the CEO and we are a symbol and were head and we have a great deal of responsibility. But we are not one in the same with the institution. And when our eggo's get to the point where we think we are the institution we really need to step back because the institution is the students and the faculty and the president and the board. The presidency is a combination of work of the board and the president. And so we have to always keep ourselves in some perspective. Now some days when you get up at six o'clock in the morning and go to bed at midnight and you haven't been home in between you have a harder time separating that than others. But in general you can reflect and keep that in perspective. October also brought the first time that I went down to Lansing to begin to meet have what David Haines our alum and lobbyist and genuinely good friend calls introductory meetings with the legislature. That's code for terrifying the president. When I found out that many of the legislatures had calculated to the n th degree just how well funded we are in comparisons to others and we are not shy or hesitant about their perspectives on that. Beginning with October I was with the legislatures regularly and feel that throughout the year I have built a really good relationship particularly with the UP delegation and some of the other key leaders who are important. One of the lessons I've learned this year, and it's a good thing, because Michigan has a large legislature that works full time is that it's not a essential that you know every state legislature but you need to know the ones on the key committees, have a relationship with them and have a relationship with your our UP delegation so that where we put our focus and that's what paid off in the end. Began a series in October of alumni events. Starting in Los Angeles and San Francisco and had my first time to meet Glen T. Seaborg. Man extraordinary wonderful individual whose who inspired me to try to keep a journal and as you see its just my calendar because I am not a disciplined as he is about my time. Did in fact have a ? and trying to think of how in the world do I present myself to a man to a man who won the Nobel Prize right after I was born. I was in first grade when Seaborg won the Nobel Prize. What do you do after that for an entree and what do you say to someone with that opportunity so we had a wonderful event. On the same trip we met Steve Mariuchi and what I had found out later is that if I had taken Steve who is a graduate of ours and the head coach of the San Francisco 49ers with me to see Glen I would have been way ahead of the game because he takes a personal interest in Steve having been a Berkeley sometime. The November came along with really a focus on continuing the up tours and academics, beginning to have my first conversations with the Kathlene Kavanaugh who was working with us from Grosenbark ? on the campaign and in development. That's when I began to realize that we really didn't have a infrastructure. That we needed. As I looked at November took my tradition time just so that you know that I still have a family life as you record this history, took our very traditional time for our Brens parents to come here to Northern and have Thanksgiving dinner with us for 27 of the 30 years that we have been married including last year.

Bren and his father have cooked what ever the gourmet centerfold is for the Thanksgiving dinner and his mother and I had clean up duty. Now we are beginning to hire out clean up duty i will admit. We are getting a little assistance with cooking but the tradition continues and it's probably our one family tradition without children we are not to steeped in tradition. It was wonderful to do that in our home over on center street.

RM: question what is the centerfold?

PJB: oh Its the Thanksgiving menu and it literally always is the centerfold and Thanksgiving menu changes year to year.

Of gourmet magazines And I found out that two other families in town were doing that because we were all the Wednesday before Thanksgiving chasing after a particular ingredient or not able to find it in Marquette and every store would say "Steve Christopher was just in here." but we have and the menus have been different for thirty years we have been doing it with a lot of different things only one year it was not turkey we got so many complains. the in november i began my first introduction to the federal delegation the congressional delegation. i was in and ??? somedays at the conference congressional delegation and began working with Mark Rugi and his staff which is now led to the what we might think now as the passage of the federal corporation ? warm reception best senator Abraham aas well as Lovitt and Bart Stupak and congressman ? in particular have been very very halpful. i have met all of the MI delegation now but again you meet closely with you have particular interests. December comes along with our first commencement one tremendous oppurtunity to celebrate? oh i have to back up. on november we a ? fucaiser for ? and Scott Seaman comes over and says now Judith, the president always comes over and shows the first piece and then people start the bid. that is great would be glad to do that no problem. well we did not want anything large becuase you can't type anything large but you were hidden behind it. so you had this delicate little picture and i looked over and just jokingly said no problem scott as long as it is not nude. well it was. Scott turned he almost fainted adn said that means you won't carry it. well it means i would not prefer it to. but sold and at a great price. we had a great time. and i also had my first oppurtunity to ??? north country bank and packer stamps. we were packer fans before we came here but having a chance to sit down and ??? that made us special. december in the first series of the gathering that we had as residents for ourcommunity later but we had a few but it seemed to be one immediately after another university women committee leaders, development fund folks their commencements. we had ?was here. i met back in August when i hosted him have not ?? the spaceship Mir. we were still unpacking the boxes and so we got to know him at the commencement we had more time to spend time with him. we looked forward to join ling time friend of Northern and he was a tremendous commencement speaker. January , Christmas was mild all hours were coming in? infact we were not wearing any boots and how noce it was to go out to several things that we were going to without having. by the way had a great season at teh Forest Robert theatre. all that year. and January the things you going to do normally over the christmas holidays i think the staff here not really at ?? i had had llooked at teh budget at funding and other issues, began really formulating from the fact the ? address the agenda that i wanted to persue a vision which we called a convocation form in January 15th first January convocation in anybody's memory kind of rattled ecrybody thought that i was going to do that. and the message was pretty heavy handed it menat ot be enrollment was the issue student oriented environment is part of the key we had an enrollment retreat that helped this thinking process. total time off was day after commecment after new years eve. and i just sat on the rock and think you usually gonna have new pronounv=cments from me i will give you forewarning. summer vacation are suppose to be more hectic we get over the winter holiday boarding for the 21st century. we were very clear about reestablishing or establishing new

centers throughout the points throughout UP where students were able to complete the basic studies for the masters program at Northern. doing some of that through technology but staffing the centers to provide more students systems and this fall we opened one Iron Mountain and doubled the one in size in Escanaba. Looked at how we were going to strengthen the enrollment process working the student access and over the year for the coming recruitment we dare clearly we agreed to find another scholarship in the coming year. the student success with the freshman program has tripled and we have a new director and working to further strengthened that program. ? UPC we are taking that to the ? community university prors committee teh question of how do we help those who come to us on academic probation, how do we enrich the freshmen studies, vocational students' experience so they complete their educational goals because that where our highest lost rate is for students and does it take some kind of administrative restructuring by creating a unit that they ? studying. so that what we will be persuing this year. but students at that level increasing the retention rate is a critical issue we became more and more focused the board had approved the fall and continued to progress building the events center and the Seaborg science complex how we would use that building the learning community and the faticulty the year has worked tirelessly around the Searborg science center and were ready dto till the soil in October casue now the bids are out for theinfrastructuere and all that the so Janurary was really caught up with the complication Feburary brought opportunity for more alumni events we seem to because of the sports schudule we really began working heavy duty with the Alumni association around the country and a lot of trips and this is when we began having serious budget discussions so hearing -tape 2A-- with legislatures leading up to the Senate budget hearing March 2 and went from there and that went very well Senator? and ? were both quite friendly toward Northern and I thought that hearing went well and I admit again a new legislature time to observe one of their hearings I was pleased with how well it went we took the approach of this is Northern's agenda using the building for the 21 century were we are and we need inflationary dollars we did not put out along wish list for the legisture knowing that would be inapprooaiate and probably a disadvantage. When the MGH Board, Marquette General HOspotal was honored to be invitedd to join them. most of the presidents have served on that board the I was also pleased that the invation came in Janurary rather than AUGust so I had a chance to get some other stuff done before then. because the hospital partnership because of our strong medical programs and the fact that we are in such close proximaty and were the two largest employers in the area that partnership is very important to NORthern allows buliding relationships at other things but not at this time and just for note in January Elwood Manso was elected chair of our board and also chairs the hospital board so thats an additional overlap. The thing that I learned to get very accustomed to during the year was constantly being video tapped Northern notebook, the installation one interview after another the newsmedia and why I take it quite seriously and always try to be prepared for a person who always considered herself non photogenic and I still consider myself non photo genic but tried to shy away from the camera I just didn't even think about anymore. The departmental meetings continued and I game in March the presentation to the Maquette Medical Society making me the first president ever to speak to the Marquette-Alger Medical society and it was very well recieved I was very pleased of that. oh and in March we spent time doing Alumni events particulary in Flordia having Alumni by the east and west coast and reconnect with President Jamerich and while we were down there visting with them for dinner and Jon is good to e-mail, I see President Appleberry at various ? meetings and keep in touch with Bill and Marge via e-mail and they surely the Vandemen arena it was wonderful to have them returned and we are looking forward of them being here. April brought us rond very near teh end of school year. we had the ground breaking for the event center and that time too announce a million dollar donor John Barry jr. for the event center

said that was really coming to life. credibly ?that happen. we had i also served on the board of shore banks because of the Northern initiatives in October to the shore bank meeting having hosted some of them in April here, i was nominated and received the distinguished alumni association award for ?college and went to my first association of governing board meeting with the board members. Gary Holman and Zeeger as well as their families. And so it was a good time to visit ? and know them better. the TLC the jTeaching and Learning Communication association focusing on the computers ia was getting a lot of attention during the second semester and we will continue this fall. we had a series with academic senate and student govnrnt student leaders on that. we also have a tuition hearing with student government and we had a house hearing on the budget. In May we had our commencement and our commencement speaker ws Howard Shultz he is suppose to return since his graduation it was a wonderful oppurtunity to have Howard back here and J? with commencement speakers this year ??????the development fund was really growing and coming of its own and during the year we had searchJ???? Bruce Anderson from his position as major gifts officer so we are having some transition there nd with the help of Cathaline Cabana and Laura ? weare catching up with the infrastructure issue and we developed campaign case statement in draft form and i satrted making calls on board of control members and development board members and our getting commitments. I mean United Way be called upon and most of them have stepped up to the plate and others are making decisions to what their commitment will be and i finished the board of control and i'm still working with the development fund of trustees is a larger group so its taking a little bit longer.

RM: Your dealing with them as donors.

JD: Russ the is your opportunity to step forward. and so we developed when I finished with the development fund board and the Alumni board I'll do a revision of the case statement that's why its in draft, then go to some major donors and then it will probably be Janurary of 2000 when we go public with the campaign. and we had hoped to do that in September but that really is September 1999 but given the catch up that we also appointed an assisant director for alumni relations Dan Humlay and that has strengthened the alumni association and we are seeing Paul will be able to have a tremendous program for the centinual during this whole time the committee has been getting ready and planning for this tremendous kick off September 19, and all I have to do is not eat anything between now and then. So all of fit into the appropriate ? the June gave a final meetings with the legistlature this got down to a nail biting session literally ended legislative session ended and the budget was finalized at 3:00 a.m. that's as close as you want to call it and I will not forget that day cause we were literally walking around all day hooked up with cell phones Dave and I calling back I mean I was changing batteries on cell phones it was so intense and JULY 2nd you were with us when we gave the honory degree to Mrs. Para 102 year old alumni and went back to the hotel that night and just held on tightly to the phone to see how it was going to come out good news bottom line was good news 2.8% across the board with 885,000 dollars for infrastructure and some other issues all the institutions were dealing with the one thing I've done over the summers is I visited a lot of the board members in there home location