

Interview with Dr. Judith I. Bailey

Russ Magnaghi

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Marquette, MI

RM: Good afternoon Dr. Bailey. We are doing our second interview. The last one we did was in the fall of 1998. We would like to continue in the same format.

JB: Thank you Russ. Under the heading, "Time flies when you are having fun", it does not seem like it has been that long until you look at the stack of calendars. The fall of 1998 marked the official beginning of the centennial year. With the kickoff of the centennial ball. It started in September 1998. From there the year became a whirlwind. I think it was a remarkable year in Northern's history. Not only the celebration of our centennial, but it was a year that propelled us in the national standing. Academically with the teaching learning communication initiative. I am going to highlight some things that I think were particularly special of the centennial year from the presidential prospective and I am sure that everybody has lots of other memories of the centennial year. And this isn't to be an inclusive list by list of centennial events. The beginning though of the centennial year with the centennial ball and a focus of those celebrating on the future of students by supporting that activity that very celebratory event. With the raising of what has know become the centennial scholarship fund. And that evening, you can check the exact amount but I think it was about \$23,000 that was raised for scholarships. The moment there where Lila Right granddaughter of Katie Right and student at Northern from Mexico a freshman at the time where of us had the opportunity to toast the past and the future. Knowing that the

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present was very fleeting. It was one of those memories that I'll carry for a long time because I think Lila symbolizes for many of us that future of very bright very energetic citizen of the world not just a citizen of Marquette or of Mexico but of the world and one who is comfortable living in a variety of venues. And she is really the profile of the future Northern student. So for me that was a moment that very special evening you didn't take time to reflect on that, and you look back at it you see the replays. That evening was also coincidental because with us Betty Harden. Mrs. Harden was former president Harden's wife was here with Gordon Guyr's wife. Mrs. Guyr, Gordon was president of Michigan State at the same time that Mr. Harden was president here Mrs. Guyr and Mrs. Harden came up and Betty is 90 years old, or was in 1998, and her memories and her reflections and the opportunity to share those. And a community of women mostly widowed in this community came together to celebrate Betty's return. And that was one of the little insights that you know you were busy doing I was busy doing the official welcomes the this the that doing the grand march with abandonments and others. But out of the corner eye there you had Mrs. Harden who probably served as first lady of this institution in a manor and with a grace that few of us will ever emulate. And I will never even attempt to emulate. Still doing so at 90. The fall moved rapidly we had the centennial homecoming. Lots of special events affiliated with that and a very nice turn out we had over 600 registrants which for use was a very large homecoming. For the fall, I will confess that I know we had a winning football season but I can't recall whether or not we won the football game. The fall also began for us a series with homecoming and the alumni board meeting that weekend the beginning of the academic imposed series that we did. And this one was a diversity and we had several distinguish alums return for that. That series of events was very important, we did one on diversity, one on environmental sustainable environment, one on history, and one on global responsibility where Mike Nelson,

one of our alums, spoke. Each one was hosted by an alum who was our keynote speaker and we had students and high school students participate in each one of those. The suposia and I think brought the faculty and the alumni into the whole year's events of the celebration in a very important and special way. It did not draw the community as much as I had hoped and it seemed like no matter how hard we advertised it, it was a declining slope there. Perhaps one of the lessons that I would take from the centennial year is that we tried to do too much in one year and we overloaded people's schedules and so they began to pick and choose as we all do. The centennial year progressed in the lighting of the holiday tree and the celebrations around that and that's always a special time and I think that is what Northern always does in connecting with the young people of the community. We put up games and food and celebrations and it is just a time that all of Marquette comes to Northern's campus to wish each other the best of the holiday seasons regardless of our backgrounds and our religious beliefs. The December commencement was the beginning of, well it was the first of the two centennial commencements, and was the first time that we issued the centennial pin to our graduates, given to them by the president and incoming president of the alumni association. They struck a real core with the graduates they wore those with pride and there was even a series a requests in December 99 why weren't they getting one. In fact one lady really spent some time arguing with me about this and I spent an equal amount of time explaining that we designated those for commencement. That pride was she was looking to be part of and you can't accommodate every bodies wishes which is something that we all learn. The commencement for me was a scary one. It was the only time that we have been late beginning our commencement; we know that because we were live on air. Our commencement speaker, Richard Demoss, arrived that morning at 10 a.m. fortunately at Negaunee airport because he won't have made it if he would have been at Sawyer; he probably

could have landed earlier after several attempts in a snow storm they did touch down. As he was dressing we were progressing so that left all of us just a little on edge. I had assured all the DAA's that had been awarded the night before that any of them could and would be called upon in the name when I got to the podium should Mr. Demoss not arrive would stand up and make an appropriate commencement address and anyone who volunteer I did not accept because I had a feeling that there was some ego issue behind volunteering so I was going to pray on the initiative. They'll never know who I had really picked and probably, at one time or another, be commencement speakers anyway. The commencement that I was well attended in all well that ends well, was that the first time we used the mace or was that in May or April. It was in April. Center and began to see the preliminary outlines for construction there. We are watching the R.M. It was in April. It was the first time we used the mace, the old mace, in years.

Fortunately for everyone January is a slower month in academic than the rest of the time and we reconvene school in mid-January as we traditional do. We closed, this is something students are always interested in for the history books, we did close Northern Michigan University on Monday in January and we closed it because there was a blinding blizzard and all the roads in the U.P. were closed and fortunately there was no classes so contrary to the wishes of the students they still did not miss a day of class. Holding my record perfect so far. For the record, it is not the president that makes that decision, for historical purposes. It is the vice-president of academic affairs that decides whether to close the school and it the director of public safety who advises. The rest of us here are to support the learning and teaching activity so we only come out if there is classes. The January solstice with the second of the forms and a beginning of an increased activity, significantly increased activity, in our development. Northern in June of 96,

accepted the first gift of its first ever planned campaign. In July 98, we hired a new executive the executive director of develop Ray Bond. It took Laurie and I some period of time actually to begin to put in place the infrastructure we were looking for. There has been a long standing and highly committed standing of board trustees. It is chaired by Phyllis Maki, and committed volunteers have been on the board for quite a while. They have been working with us on this campaign. We did over two years and you can check the files for exact demand each year. There was a total of 16 million dollars between July 97 and July 99. Of the 22.8 million we have to date as of July 31st 2000. We really began to up the activity and to the very involved focusing their efforts and priorities for that campaign. We have led the bids on the Seaborg Science Center and began to see the preliminary outlines for construction there. We are watching the Berry Events Center and it was in December of 98, that John Berry gave us the 2 million-dollar gift. It was a little Christmas present for me. I accepted it on behalf of the university with great enthusiasm. We were watching the Berry Events center come up off of the ground over by the PEIF. John's gift then let us leverage that money and began a broader innovation of the PEIF recreational area that just opened in January 2000. In March of 99, we were in Seattle, for the American Association of Governing Boards, AGB as it is commonly known, with some of our board members. One of our distinguished alumnus, Howard Schultz, hosted at Starbucks, one of the largest Alumnus gatherings they had ever had. We had a little over a hundred people show up to Starbucks headquarters. They really connected people on the west coast to Northern in a way. That was probably the most visible cause and effect having a alumni event and seeing people show up later up the summer reading that I witnessed. I think we got 30% of the people to come to that event. They were beginning to get focused on it, and it was late enough in the year. In march you are beginning to talk about what you are going to do in July, even though we

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have been talking about it for a year. The people were getting focused, they were feeling good about Northern. I would like to finish about some Academic occurrences that were going on. I am going to wrap up this chain of thought if you will. We moved from there to the centennial, and the centennial dinner. I can't think of anything more wonderful than the centennial we had. Almost a thousand people. We gave the first presidential achievement award, created specifically in celebration of the centennial to former governor Patty Bensfeld. We had a great birthday party. People were excited about the opportunity to be connected with that celebration. People from all over the UP came. The truth in advertising, we were slightly disappointed from people out of the area did not come. It was the night before commencement and it made it a very special commencement. At the commencement was the historic commencement. They students who graduated we saw a delay or accelerate their graduation to be able to take part in that. It was one of the largest classes we had ever graduated or ever seen. There was approximately 100 people that marched and for Northern it was a historical ceremony. The centennial academic year ended on a very high note. That was the first commencement that used the new mace. The very lovely new mace. Centennial events continued building for the reunion, the all northern reunion. Which came immediately after the cities 150th celebration. In a high school reunion. The weekend of June 8, 9, and 10th, at that time we had several thousand, depending on what event you are counting. We had about 3,000 to see the Beach Boys. We had about 1,500 here. Alumni are not going at registering. This is something we did not teach well. One of the very special things for me about that occasion were the number of small group gatherings. It was a far more informal gathering than the big picnic day or the dance or the bands. Or, the beach boys which was a great occasion. Just watching people connecting with each other and connecting with Northern and the Ah-Ha moment. When they came back on campus and said

,"Wow I can't believe this is the campus I went to." Around 30, 40, 50 years ago. Wrapping up the centennial reunion we moved into the climax of the centennial year. We were not quite smart enough to figure that out. We kind of used all of our energy with that. And as we began to plan the final moment for September 19th in conjunction with the city, with what we had hoped would be a parade from here to city hall. It turned out that the heavens were not with us. It rained on our heads. We got dumped on literally at the parade. We went with a very nice ceremony the ending but the city celebration marking that centennial year. That brought us to September 19th, 1999. I am going to quit and go back and hit some academic highlights.

RM: Last time, I don't think we talked about the award, could you comment on the presidential award? Its origin, how it got started?

JB: For the 75th celebration of Northern, the board and President Jamrich created what is known as the distinguished citizenship award. Which became and still is the recognition of citizens within the UP who have not received the DAA (distinguished alumni award) or an honorary degree from Northern, who do wonderful things to help build their community. It is not related at all at Northern alumnus or whatever. Looking at that I frankly was, and I will tell you exactly when I came up with this gem of an idea. We were up at Michigan Tech, and recognizing Dr. Seaborg in June 98, when he was here for the dedication. Which the complex bears his name. Curt Tompkins president of Michigan Tech was giving an award of an Alumni of Michigan Tech. This is the highest award created for the occasion of the Michigan Tech centennial. I thought, "Wow, we can do that!" And then I began to give it some thought. Now they did not call theirs the presidential achievement award. Actually I asked for their criteria and I can't recall off

of the top of my head, but the criteria was similar. The presidential achievement award that we created is to recognize a person's lifetime achievement. This will not be given to someone quite young probably. It is the composite of their life. Priority will be given to some who have had some affiliation with Northern as a supporter, a student, a volunteer, a leader in the community; does not have to be an alumni. That is not part of their criteria and a person that when we call that individual's name, and speak of his/hers history and contributions, future generations at the 200 celebration of Northern's history will say oh yes these individual's deserve the presidential lifetime achievement award. For me I describe it as the ? who was one of the longest serving woman in State legislature, champion of children, a former teacher, someone who has given much to Northern through role modeling and assisting Northern to maintain some of its support in the legislature and has a strong, warm connection through her children and her family for this institution. We have negotiated with the former lieutenant government to be the recipient for papers, so we will be publicly announcing that after the paper work has been sent but she has said to me that she will be a fund receiving a proposal from us favorably inclined to get her papers to Northern. And that was not, I don't mean to say this in the history equipt for a quote type thing because that is not how the conversation have been sued over a series of events sometimes. That is the background on the award, the full set of criteria, of course, has been filed in the boards office. Looking back at the celebration of the centennial, what where we doing to plan for our second century academically. I think that we were doing several key things. One is over a long period of time Northern is investing and preparing ourselves for the technological revolution and it is no longer a evolution that has not just swept our country but the world and in looking at how we prepare students, wanting them to be the lifelong learners and to be productive citizens in the twenty first century through a series of committees and debate but with

the faculty and students and among the board administration adopted a project called the teaching learning communication initiative, TLC which puts short version is IBM think-pads, laptop in the hands of every student, every undergraduate students, as part of their tuition and fees and becomes a requirement in the fall 2000. In Fall 98 and 99, we were in various pilot phases. We have aggressively moved ahead. We began to see that particularly in March or April of 99. A real defining moment in Northern's recruitment. How people thought about Northern and its ability to connect with the world. Places in advantage, and yet is very important in today's connected world. You pick and choose and that is why we are speaking ourselves as a university of choice. You choose where you want to be. Because of a lot of reasons, be it our climate, small community, regular type climate, etc., you are not location type bound by having chosen that place. In today's technologically wired world. We will help build the infrastructure in the Upper Peninsula that we look at our economic development. We will prepare our students for a rapidly changing economic environment. That trend dramatically began to pick up. As I said before, the construction of Seaborg in April 99, we completed the construction of the Berry Events Center. We took possession of the building on August 1st, 1999. We completed the renovation of the PEIF building including new practice and basketball courts in the new recreational area. We have the Steve Marriuchi and the academic center. It was a gift from our alumnus. It was a small cat and blue-light clubs in the connector building, we completed all of those and the end of December 99. We opened it for public use in January 2000. The additional renovations that went on, I think it is important in our history that we have been making these investments. The additional renovations that went on, were mostly in the McClintoch facility. The technology was appropriate for our new initiative and its support for the Berry initiative. We have had some significant administration changes. We have brought in a new Dean from the

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College of Business. Mr. Shriner from Florida University, Miami. Dr. Mark Curtis to be the Dean of the College of Technology and Applied Sciences. Dr. Verabucama who was a long time serving Vice-President for Academic Affairs. He decided to pursue other academic interests. Fred Joel, formally Interim Associate Vice-President for Academic Affairs worked with three groups. Dean Morrison in August, decides he is going to leave us. I started in June and in August he decides he is going to leave us. Dr. Terrance Sethoff, department head for Computer Science is serving as Interim Dean of Arts and Sciences. At the end of the fiscal year 99, the campaign has raised a little over sixteen million dollars. We were well on our way to being able to focus and centering our goal and we will be announcing our goal April 28, 2000. As we began this academic year, fall 99, we had over the past couple of years worked very hard to increase our enrollment. It was a major payoff this year. Our freshman class was up over 15 percent. 900 of our students voluntarily went into the laptop computer program early. That is given us a great year to pilot the initiative. To see where the kinks are in the armor. That has been very, very helpful. I think it has also been a great learning experience when students are involved. There has been lots of investment with the faculty to those who are interested in helping for media insisted instruction, and multimedia learning packages. We now have 20 some classes available on the web-site. We have no complete degree programs available right now through the web. We continue to extend our partnership. With an expansion of our partnership program. This is offered by Mead Paper Co. of Escanaba. With yet another phase being offered in the plant Mead, we have started phase two of our program for Sara Lee Bakery in Traverse City. We are planning and recruiting as I speak for Masters in Public Administration to be offered in Lansing with the health care industry for Fall 2000. Our overall enrollment was up over 300%. Our retention was good, but the most important thing in a trend, was the number of

qualified students accepting Northern's offer. We think it has to do with our increased academic presence in a variety of areas, long time quality of our faculty and positioning Northern as the university of choice. Those who want personalized attention, quality programs and a good learning environment, that combination package is quite powerful. We continue to hear that from students and their families. We initiated a new program this summer called Northern Bound, funded by those who choose to remain anonymous, but it was fully funded by them, and it was targeted at the undergraduate students who had a 2.25 to a 2.49 high school GPA. That student is usually admitted on probation and struggles. This program of Northern Bound was four week intensive on campus learning experience. Where they got up to eight credit hours of instruction, but most importantly on how to be a college student. They had to focus. Of the twenty two enrolled, twenty one enrolled in the fall, and the stats just came out last week. I was writing back a report to the donors today. That 76% of those students has a clear status of C average or better this past semester. In compare to 56% of the same level of qualification students who did not participate in this program. That is, I am not your local statistician, but it is a 20% margin. It is a statistically significant margin. We our there for offering that program in the summer and because the first summer was a pilot. They offered it to seventy-five students we are hoping to increase the number to 200 over during the summer. 200 is approximately the limit you can serve in a summer program, and still run your regular summer school program. Our efforts, investments and facilities at recruitment retention are paying off. We are moving radically ahead. We had two or three significant gifts. We had a very generous gift of the Phyllis Reynolds family for the creation of the Reynolds concert hall. As what it is better known as, is the Small Gym of Hedgecock. We are in the final planning stages of the student service center which will move into Hedgecock once the renovations are complete. It

has been a personal disappointment of mine to move as far along as we have on Hedgecock. We have anticipated being able to use the money we have set aside in raises for private funding to lever a capital outlay which would bring them in right away. That has not materialized so we have got to either raise more funds and then decided how we are going to raise that leverage. We will be finished in the planning phase by mid-fall. It is like every facilities project ever undertaken started out small and now quite expansive, but in the long run we will be better for it. I have had the pleasure twice now of going into the Seaborg facility. I was just in there last week. It is wonderful, it is a really neat building. We completed it will hold 2850 students faculty and staff. That is the renovation of West Science. The building will be on-line August 30th for classes to begin. People will be moved in, and January 2000 they have walled in all of the 3rd floor. We are beginning to see shapes of offices and labs. Instead of duck work and etc. it is really taking on life. It is very exciting. We are very saddened to hear of Dr. Seaborg's passing during this past year. From a university's perspective there is a couple of other things that I need to touch on. One is in 1998, Mr. Elwood Mattson, was chair of the board on the calendar year. He was an board chairman of the hospital at Marquette General. He turned 80 on November 15th, 1998. The community celebrated that on November 5th recognizing his birthday. There was a little over 1000 people coming in to recognize Elwood. The recognition was held in the dome, it was quite and event. It showed how closely knit the people of the Upper Peninsula are. There are organization at Northern that are all together ties. Scott Hulman was elected Chairman of the Board for the calendar year of 1999. Scott was an alumni and so was Elwood. Scott provided excellent leadership for our board and January 1st, 2000. Joel Ziegler was also and alumni, and graduated in 1960 as I recall. He was elected chair of the board for the year 2000.

of an individual to serve as executive chairman and Secretary to the Board prior to the July

RM: One of the developments that I think has changed was in the Alumni office. Could you comment on that?

JB: Paul Sumi who had served many, many various capacities and as they last fifteen as the Alumni Director. He retired in July and after a nation wide search, we hired Mark Vandercamp to come in as Alumni Director. Mark had most recently been Assistant Alumni Director. At the same time we had an opening, for facilities manager of the Berry Events Center. Martha's husband who had been a facilities event manager down state was selected for that position. We are glad to have both of the Vandercamp's with us. That does leave me to talk a little bit about the organization. There was a few changes approved of by the board. The August 99 being announced in my August 99 convocation as part of our long term plan to become the school of choice in the mid-west. We needed to be able to make some investments in some strategic areas. To be able to do that, one of the things we were looking at is how we could have more inter-grated administrative functions. Part of that led us to move from an organizational structure that currently has a Vice-President of University Relations and Secretary of the Board, Voce-President for Finance Administration, Treasurer of the Board, Vice-President of Academic Affairs and a Vice President of Student Affairs to an organizational structure that has a Vice-President of Finance, Treasurer of the Board and a Vice-President of Academic Affairs. Under that division, under the VPPA division will be an inter-grated academic programs. There is an auxiliary program such as catering, book store, health center, there will be with finance administration without doing this verbally is quite difficult. Actually without a chart in front of you, but the idea is we have reduced the executive divisions, we will be announcing the naming of an individual to serve as executive assistant and Secretary to the Board prior to the July

retirement to Maki. That is probably not out in public yet. The changes that come from that, and we also announced this with the program for all groups except for afternoon. The changes that come from that will allow us to go to long-term permanent personnel dollars to non-personnel priority to advance our initiatives. That was which the spirit in which the board helped the change.

RM: The other major item in which you might want to comment is Northern's relationship with the legislature for the last two years.

JB: We have in a fiscal year 97 in July 98 have already been budgeted. The fiscal year 99, we were able to maintain a base appropriation given to all our institutions. In the fiscal year 2000, the one we are in we received a total of 4.5 % , 2.5% across the board and 2% went to our money and that was the base formula for everyone. Because our fiscal year equated student costs is higher than any other in the state, we have enjoyed as have a state policy which says that if your enrollment goes up or if your enrollment goes down, you do not suffer from having your appropriation shifted if it goes down and in fact if it goes up you get some increase, it may not be as much as you had hope but everyone does in fact get an enrollment increase. One of the issues that has been with Northern for quite some time is that with the closure of KI Sawyer, we have of course lost almost 1,000 students headcount. That drove our FYES numbers down cost up because we did not lose any budget. The legislature in taking a very stern look at our cost per FYES and pushing for an enrollment grade, which we are proud to testify for the last three years has been occurring. Is it going to occur 6,000 students at a time, No. Should 6,000 new students show up, we would have been able to absorb that. But we can absorb quite easily what we have

been receiving, we do have capacity and we are working to make capacity in small selected areas where we are already at capacity. The issue that changed last year in the legislature is that, for the first time ever, Govern Engler was able to convince the legislature and the bill began in the house and ended in the senate to tier the universities into original his proposal was four and it ended up with five groupings. The grouping that we are in is the one that we should be in, we're comprehensive, predominately regional university offering a limited number of masters mostly in the professions and those other schools in our tier are at that same level. Now you can debate and trust me there was a healthy debate in the legislature, a. weather there or not there should be tiers and b. how much each tier should be funded and who should be in what tier. In the end the legislature had it's say and they are now in fact polite that we did not know how the governor was going to approach funding with the tier structure in place. His budget for 2001 has simply proposes across the board at 2.5 percent for all institutions plus another 2 percent supplemental so we are right where we were last year.

R.M. Would you like to comment on the smiles on the new building?

J.B. Since this is a historical document, for those of you who 25-50 years from now don't know what Smiley faces are you probably live in a better cultural environment than we did. So let me just say that they were yellow circles that had drawn on them two dots for eyes, one dot of a nose, and then a half circle that represents a smile and they are called Smiley faces and they are ubictydis in the 90's; they are everywhere. In building the Seaborg Center, and it is brick beside, the Devoir construction company had employed a brick layer that evidently had a sense of humor and that known to the rest of us appreciated and he in carefully laying the brick designed the

pattern so that he created 22 Smiley faces and one frown in the brick. Because the way the scaffolding, and it is very subtle you have to know what a Smiley face is and you have to stand a squint in the sun to look for it. Because of the scaffolding and the fact that it is very subtle wasn't recognized until the scaffolding came done and of course the first people to recognize it because they are younger, brighter, and sharper was the students. We didn't catch it the first day but the students did, hey look at the Smiley faces and then we all went out to look at the Smiley faces. Thus has ensued a debate, number one we did not contract for Smiley faces in the building and historically we do not want Smiley faces in the building. So since it is not in the contract and we had not agreed this is an amendment, the contractor will in fact take the steps this spring to break the pattern and it is just really a matter of breaking the pattern so that the Smiley faces will disappear. That announcement led to a great debate in the Northwind student newspaper of whether or not we should keep the Smiley faces because wouldn't it be nice for students to go to a building that looked happy for their science classes. Students have a great perspective, there perspective is about 4-6 years long. Presidents, administrators and contractors adulate longer so we are not going to take the Smiley faces down. The comment about the students that does lead me to leave one additional thing to the centennial celebration. Our students built a time capsule. The students in the Jacobetti skills center designed and built the time capsule and we helped finance a little but of it. They painted it, it is a long green steel tube, green with gold letter on it and filled it towards the end of the year with a variety of memorable from the year, sealed it and it is outside of the university center. That was a real special project for the students and they really got engaged in it, that and the heart of Northern I think probably involved more people and struck more cords than any other physical things we did. Under trivia, that Shirley should get into the next encyclopedia, Wild Cat Willy got his first new uniform this year. Unfortunately

Wild Cat Willy could not march in any parades or shake any hands because he had no paws left and his stripes had faded. Unfortunately manufacturers don't keep the identical patterns year to year so that created many letters about Wild Cat Willy looking slightly different. He does look like Wild Cat Willy; he skates he does everything he needs to do. He now has real feet real and hands and his head is actually attached to his shoulders. This is the year where we had the change, Fall 99.

RM: You seemed to pull together that diverse year very well.

JB: It was a diverse year.

RM: Could you comment on when you came to be president in 97, what sort of process or how did you sort of look at the university to come about some of these changes? What was the process? Did you overlook the situation and see if there was room for change.

JB: I have been asked this Saturday to talk to a class of initiating and sustaining change. When I asked Bob Cuchek said it, I could not think of anyone better to say it. It is not just the CEO or the president is the changer, you do a lot of learning by looking around and talking and observing and reading on what is going to give you the competitive edge. One of the things that we tend to do is think higher education as something that is always going to be in the same format. That is not always going to be true. We are probably in the most competitive business in the country. I think bar none. All of the industry is competitive. If you just stand back and are out of the higher education business and the arena, we compete very, very hard for the better professors. It

is a brutal competition for the good student. I keep kidding about going to no end to do XYZ's, but it is a fund-raising is a straight competition. People have a lot of places they put on their profit dollars. You want to go to your institution for a reason. To keep that competitive edge, we have to have a university of choice. A space that is yours, a niche if you will. You have got to maximize your strenghts. I think we have found that. We have kept our faculty being our most valuable resource. Have kept our faculty connected with our students. You do all of those other things and you still need a marketing director. We got one in December 97 and we saw a terrific turnaround of placement of the marketing dollar and return on investment. We no longer compete with Tech, or Lake State. Our university is any time, any place, in the world. It is a profit training center as well as the university of Michigan. That is a whole different perspective. It used to small private institutions competed against small private institutions. Regional public universities like ourselves competed against regional public universities. Usually within a 500 mile radius. Then the Big 10 fought it out among themselves. Ivy's e cetera. Now a student has a such a range, you can go and take a degree from Harvard and come to Northern. You can do both in Marquette. That is the competition, because the technology allows you to be right there in the world.

RM: That would be you significant contribution to the process of Northern?

JB: To heighten the awareness of competition, lets be clear that the legislature is not in any way accepting anything other than numbers to drive your next appropriation. I am the president, who now somewhat foolishly but I thought I was making a point at the time, stood in front of the house sub-committee on higher education appropriation and said and it was a rectorial question and said, Is it the best investment of the state dollar for me to spend my time competing with

Grand Valley or do you wish to fund Grand Valley at a level and bill Northern and they said, they never said yes or no, after all they are state legislatures. The answer was, president Bailey we have evaluated your numbers and they need to increase. Do what you must do. Under the heading, do what you must do, is therefore a heightened competition. This is not something that warms the faculty's heart, but why do you want the hockey team on Bresnan, because it is free market. Someone sees us and right now our team is doing very well and that helps to up the applications. It doesn't necessarily help convert the students but it does help awareness. It is the faculty working one-on-one that converts the students, nothing else does. As powerful a conversion job from admit to enrolled as the faculty involvement. Our faculty have really been pushing on that and they really come to the front. But I think that is important, so one of my contributions I hope history will judge will be that we kept the pushing and reconized the change of the higher ed environment from the fairly sedate contemplative, build it they will come mood to, everyone gets one and it's on-line. And where is that intersection and part of it's the TLC initiative. And part of it is the way that we package our scholarships, and part of it having our sports team visiable, and part of it is getting the band out to every high school in the peninsula, and part of it is upping your commitment to K-12 education and delivering at that level, and a lot of it is working one-on-one with guidance counselors. This is under historical significance this is the first year that Northern's freshman class has been predominately outside the Upper Peninsula. Just a small shift but it has been like 52.5 percent, almost 53 percent from lower peninsula and out of state. Two things driving that, no we have no abandoned the Upper Peninsula, we still get more market share in the Upper Peninsula than any other institution period. The issue here is that the 18, 19, 24 year old population continues to decline and when we looked at the loss of the air-force base in the

the Soo, KI Sawyer, White Pine Mine, we counted that high school class grades 9-12, we did stop to count the pipeline. We were optimistic that somebody would come along before they actually got in high school. Actually they didn't. Right now, the population of the Upper Peninsula is less than the last census. We may see some shift in legislative power which could be quite devastating. I want to circle back to Northern's economic impact, since we have done one of these. January 99, we released the first study of Northern's economic impact in the Upper Peninsula. Using fiscal year 98, which is the most recent one we compiled. Data showed that we had a 39 million dollar impact UP wide. There is the full studies available, which highlights 1 out of every 22 jobs in the Upper Peninsula. It came as a spin-off as Northern being here. One out of five in Marquette county. 223,000 went through the dome at that time. Some of us more than once. That was the number of visitors to the dome. About 23,000 came from down state to the Upper Peninsula, specifically because of the role of Northern Michigan University. For no other reason, they were not passing through, on their way to Tech, they traveled to Northern and that was their reason for that airplane ride. When you look at the growth of the Marquette symphony, the Marquette Choral Society, and some of those intangibles, it would be hard to have enough people to do those without Northern's faculty and students. Those are significant things we reported that year. We plan to do that every three years, I would like to do that this year.

RM: That was a think I wanted to ask you, you can end with that. Did you anticipate when you weren't president and you were coming in to the job, did you have any idea that you were going to get into all this political maneuvering that you have to do and these other things that have...

JB: Yes. Both by having been well mentored by successful presidents, and by having watched my own chancellor where I was in Main, and my own president. We had a system so there was a chancellor who did most of the things. But as provost at the research institution, that also got ??? for research money and cooperative extension funds. As a cooperative extension director, I was always dealing with the Federal and State governments for funding. That is a skill that I bring to the job that while I talk about this legislature season never ending, and it has gone on long, but if it could begin and end on time, I'd enjoy it. I do enjoy that strategy,. I enjoy the thinking through what are the consequences, intended and unintended. How do you present the university the best way. That's where my competitive nature comes up. I'm not going to sit here and get competitive with a faculty member. That's suicide. So where I get to shape is working with the board and legislatures and driving some of the agenda. One of the great joys about being in a state where there is not a system. I can be, as can any president, unemployed tomorrow. We live and die by the board's decision, and he or she who forgets that dies quicker than they live longer, and I've watched colleagues go wow I didn't know this was hitting me. It could happen to me tomorrow, but the ability to shape, to be more in control of that process than not, is from my perspective an advantage. Having worked in a system, the chancellor would go off, have a conversation, come back, put his of her spin on it, tell the presidents. The presidents then would get to debate with the chancellor who got part of the pie, and then back on campus, you get whatever the president brought back, but it was three people removed and so you'd never, unless you were in some special circumstance, you never got in that fray. If you had pulled a legislative strategy that left you with a penalty reinstated at the end or even risk getting the penalty to start with, but our board believes so strongly that the laptop initiative was the right thing to do that we not only believed it was worth the risk, we believed we could change the minds of the people in charge. And I don't ever want to underestimate how import the board involvement was in