

Interview with Dr. Judith I. Bailey, President Northern Michigan University
Marquette, MI
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Interviewer: Dr. Russell Magnaghi

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RM: Good afternoon Dr. Bailey. This is our third interview with you've provided the university community with and you're going to discuss the last two years.

JB: We had just recently, prior to April, appointed a new Dean of Arts and Sciences, which is Dr. Terry

JB: Starting in July of 2000 is where we went back to.

JB: Northern employees, faculty members and

RM: Okay. It went from February 2000, I'm sorry.
JB: department heads. That contributed much. It was a year where I had an interim Provost and Vice
structure of the divisions of Student Affairs and Academic Affairs, which actually took effect July 2000.

JB: Okay.

RM: We'll go from July 2000 to as close as the present as possible. Let's go down the list there. What is the first topic you'd like to do?

JB: So now I'm trying to get all this sequence. That merger, that integrated division, well really it was

JB: I guess to pick up the February to July 2000 piece. A couple of things, one was we ended up with a state appropriation. We had 5% going into FY2000. So that had been a good legislative year.

Enrollment projection was up. We graduated a very large class again that spring. We continue to see these large graduating classes, which is good. That means students are achieving their goals. Frankly, that spring was a major appropriation time for us to launch the TLC Initiative in the fall, the teaching, learning, communication laptop initiative. The summer was pretty much consumed with the launch of the official TLC in August of 2000 where as all of your records show that we did distribute 4,000 Think Pads to 4,000 students in 4 days the weekend of August 24th as students returned. It also was the time where

we had several interim Deans and we were finalizing Dean appointments. As you know, we appointed Dean Camhouse as Dean of the College of Professional Studies, which was the merger of the colleges of Nursing and Allied Health Sciences and the College of Social and Behavioral Education and Health and Physical Education. You can correct that title when you do these Russ because I can't do that from memory.

RM: I had to write the history of that department.

JB: We had just recently, prior to April, appointed a new Dean of Arts and Sciences, which is Dr. Terry Seethoff. Both Camhouse and Seethoff were long time Northern employees, faculty members and department heads. That contributed much. It was a year where I had an interim Provost and Vice President of Academic Affairs. We were moving into the merger of the divisions, or the integrated structure of the divisions of Student Affairs and Academic Affairs, which actually took effect July 2000. We can't let 18 months go by again Russ. My mind's not this good. I'm aging.

RM: We're going into different...

JB: So now I'm trying to get all this sequence. That merger, that integrated division, well really it was the implementation of a major reorganization. We had eliminated to VP positions and moved to five colleges in July 2000. So we had put new Deans in place. Fred Joyal was Interim Provost. The year focus as I'm going into academic year Fall 2000, Winter 2001, I would say that year was about groups of people learning to work in new communities. That was a major conversation on campus. How does the Provost Advisory Group, the deans and the Associate provost in building new working relationships, how do we bring what had frankly always been collegial and helpful relationships but not integrated relationships, into play with one another within one division. It was not stress-free for anyone, and we certainly did not get it all ironed out in one year because change takes time, but people are beginning to

get a new comfort level and people are beginning to see some of the possibilities of that new relationship. As we're doing this interview in September 2001, and we're at the same time interviewing candidates for the Associate Provost for Student Services Enrollment with the retirement of Karen Reese, we're seeing a different look. I think it really needed to mature this long before we really searched, and that was probably healthier than we thought it would be because we knew Karen was retiring, and we were all stressed about searching, but we needed to mature before we could decide what we really wanted. Similarly, there has been some major reorganization within the division of administration and finance. We hired a new Athletic Director in July 2000. Dan Spielman replacing long-time Athletic Director Rick Comley who had been the head hockey coach. But now that responsibility reports to the VP for Administration and Finance. Again trying to get some synergy with integration of the USOEC Recreational Services and the NCAA athletics, and again as this moves on, we see some progress in this area, but we're still feeling our way. I think a couple of positive things that have come out of it have been the club sports program that the students are starting this fall and the opportunity for them to have more access. I work on a philosophy that the more activities inside and outside of the classroom, and students spend more hours outside of the classroom, that we can provide for them that are healthy lifestyle activities, drug free, alcohol free, we should give them lots of support. We've tried over the last year to provide more funding, not less into concerts, speakers, alcohol free events as well as to expand opportunities in the recreational area for those who just enjoy personally working out and getting exercise and staying healthy and the NCAA sports.

RM: At this time last fall, didn't we also open the PEIF?

JB: Yes, we opened the new recreation area in January of 2000. We had opened hockey in October of 1999. The Berry Events Center and everything was done except for the student rec area that actually just got complicated and got behind. We couldn't take the ice out until we finished the Berry Events Center so we opened the new recreational area in January because Nick Vivian was president at the time and we

saw that escalate in use from January through the whole calendar year of 2000 to though where we're not going to at this time, we could almost double that space and still not take care of the demand. Students see it as a great way to let off energy, especially in winter. We also though, and this is probably far more important, opened a new science facility called the Seaborg Science Complex, where the heavily intensive laboratory sciences-biology, microbiology, chemistry, nursing, geography- we opened that for the first time to students, and it was really a wow movement. We can't believe these laboratory facilities. I'm eternally grateful for the goodwill of the faculty who go tin there and frankly quite late and tremendously made the best of it. We lost some research mice, but everything else stayed intact. Bringing those systems out. Not every system worked 24 hours a day, but people of good will and enthusiasm for what could be worked through a very difficult move from facilities to senior faculty to deans and department heads. That was a big boost for students. The enrollment for fall 2000 was up higher than we had expected by about 100 students. We ended up at 8420 official headcount for the year. Our credit hours were up higher than they had ever been since 1982 for the year, which is something that we are very, very proud of. The laptop rollout went exceptionally well. It was the biggest ver that IBM had been involved in. The largest public ever, and at the lowest cost in the nation to students. It did in fact change the learning environment of students, and not every student, not every faculty member was happy, but the vast majority were, and the vast majority of students have found ways to use it. I've watched faculty work over the year to embrace different ways. That doesn't mean that every student should expect or should we want them to, sit down in a class room, open up the laptop, and only deal with the laptop. We've had more than one professor talk to groups including their peers on how the ability to have the media assisted learning environment allowed them to turn their classroom into more of a dialogue and put lectures and other references online and have students deal with that outside of the class. Frankly, it also helped our enrollment. In 2000, for the first time, we saw a significant jump in the quality of student coming to Northern, and we've seen that again in Fall 2001. That's very important because we've also worked very hard to refine how we are helping our probation renewed students. In the philosophy of right to try, we want to turn that right to try into right to succeed, but a student must be willing or we will not

admit them. They must be willing to take the course book as prescribed, and that's been a difficult transition for some students. They are willing to do that, and that's now an enrollment requirement. The hard data is pretty clear that you have a better chance of having a successful first semester and therefore a successful college career if you get something stamped right up front so we've been doing that. We've also seen our northern bound program, which we classify as academic boot camp (a residential summer program funded by two anonymous donors), increase not only in size, but in graduation and retention rate coming into the fall. And this summer, summer of 2001, we were up to 45 students. We had a 98% retention rate. Fall 2000, dealing with more students than ever, a brand new science facility, expanded recreational facilities, and laptops kept us really busy. It also set us up for what I call in my evaluation, the year of politics because clearly that's what it was. We had raised our tuition about 4% which was the cap that the state had set or else the university would be penalized. We had done that, after informing the state three years in a row how much we were going to raise our tuition, and actually keeping our tuition piece less than 4% and 2.8% by instituting the laptop fee. When the governor issued his budget in January of 2001, we then find that we have had 1.5% of our base funds removed from our appropriation, and we spent from January 31 until July 17 turning that around. I think that I spent more time in Lansing as on the phone with our lobbyist until we did turn this around.

RM: So tell us a little about the process. You have to go down to Lansing..

JB: Well, every year we go at this. The governor issues the budget in January, and the budget starts in alternate houses of the legislation. This year, only to make it more difficult, it started in the House, and the House is the one that supports the tuition restraint. The House was firm. Every university president goes before the first group. This was a hostile chair of the committee. I want to make clear that the rest of the committee was not hostile, but the chair carries much weight. Representative Sandra Karl from Mt. Pleasant, who feels strongly about this issue. More strongly than anyone else I've ever met in my life. So we went, we made our presentation, and I would emphasize here for all political students yet to come, that

the hearing are show and tell. They have no real effect on the outcome. The outcome is affected by the one-on-one, day-after-day meetings where you, your lobbyist, your board chair, your key one or two alumni constantly are meeting, and we picked what we considered to be the eight or ten most influential people who could affect the outcome of the House Appropriations on Higher Education subcommittee, and we pounded those poor folks with more information than they ever wanted to know.

RM: But even while you're doing this, there are no guarantees. You're hoping that this is going to work out.

JB: It's high stakes poker. The stakes actually were \$780, 680 to be exact. That number burned in my mind forever. Then, we get a chance to start all over again. We were successful by having everyone in the committee except the chair deliver enough funding to override the chair, and bring us out of there with our penalty restraint funding reinstated, which meant that we started whole. Any percentage would be on top of where we were last year, not where we were last year minus 700.

RM: So the chair was adamant about this?

JB: Remained adamant to this day. That was a huge victory. We worked politically through the Speaker of the House and the majority leader, and we were blessed that I had made friends politically with the majority leader the year before because you could see the handwriting on the wall. You can not make a friend when you need a friend. You need to make your friends in advance. Now we had made a friend with majority leader Patterson. The Speaker we knew was going to change, and we didn't know who it was going to be. Rick Johnson was a surprise vote, but has been extremely friendly to Northern. He does not have a university in his neighborhood.

RM: Does that influence the way you start having trouble?

we negotiate these your contracts so you don't quickly turn that around Northern and other universities

JB: Absolutely. It influences who you're going to pick to make friends with by contrast. Patterson used to work at Eastern, is a graduate of U of M, and Oakland's in his district. So that can be overcome. It's not a rule. But if you've got someone like the chair, who is Central's district, that was not overcome. We were able to convince people of the merit of the program. That this program was not simply jacking up tuition for the sake of increasing tuition. That the fee was literally a pass through fee to pay for the rental. Northern was not retaining funding from that, and that the program had such great benefit, and in the end saved students. The subcommittee reinstated plus a percentage increase, and we started in the Senate, which I must say was easier. We have lots more friends in the Senate. The Senate has not yet experienced term limit turnover. It will experience that turnover in 2003. In the 2003 hearing, no one who is currently on the Senate Higher Ed committee will be there. They will all be gone. But we will cross that bridge when we get to it. Start making friends today in the House with people who are running for the Senate, and trust me, Northern has started that process. We persevered in the Senate and after lots more effort between the end of the Senate hearings, May 11, and the conference report July 17, we were able to withstand our case and finish with our conference report with a 1.47% increase in addition to the reinstatement of the penalty. Otherwise we would have had a negative appropriation of -0.03. Several things resulted from that major investment in political time. I began to feel that I was living in Lansing. I also looked and felt more haggard this past semester than I ever have. The legislative just would not end. It would not go away. The Senate had an agenda that wasn't related to Northern's per say that had a lot more money in it for higher ed. The State's revenues have started declined and that really is the story for winter 2001. They have been plummeting ever since, and higher education is one of the few state funded programs that has not had to take a negative budget for next year so despite the moaning that me all participate in in only getting 1.47 or .53 depending on where your state funding was. The fact that we had anything positive is to be celebrated. I hope that we have conveyed that sufficiently to faculty and staff and students. It also though put with the very high energy costs, energy costs have escalated beyond anyone's belief or anticipation. The continued increased cost in health care insurance. And the fact that

we negotiate three year contracts so you don't quickly turn that around. Northern and other universities have had the highest tuition increased since 1991 when the states gave us no funding. There is a 100% correlation between state funding and tuition increases. This year we came in at 8.8%. That was below the state average increase of a little over ten percent increase. The highest in the U.P. was Tech at 19.9%. But it was a very difficult political year, and now of course the story is, and it remains to be, Why are university costs so high? Why can't universities keep their costs within the CPI. I remind legislators, I remind students, I remind parents: How many home in Marquette have their own microscopes? How many have fume hoods? How many feed 2000 students a day? How many of them have three-year personnel contracts? And the answer to my knowledge, is zero. Higher ed does base its price index somewhat different than the CPI. So there's a lot of public pressure now on universities, and we will continue to do that, and I expect the legislation to reinstate tuition restraint next spring. The other piece that is keeping the political activity alive even though we do now have a conference report, and we expect it to pass the Senate quickly, is the tuition tax credit that was enacted in 1995. There is a major move among students and universities to have the legislature repeal that tax, put the money into universities, and we will drop tuition this fall if we get additional funding. For every state dollar we get, it takes 2 tuition dollars. That's our ratio. So if we need \$300,000, if the state gives us \$100,000, we have to raise \$200,000 in tuition. Or if the state gives us \$200,000, we only need to raise \$100,000 to make the difference up, but you still need to get the \$300,000 if that's what you need. So should money be passed back to those universities, the university presidents have pledged to the legislature and the governor, and the governor supports this, but the legislature is still iffy. But we would immediately, if Northern got, and I am totally making this number up, but let's say Northern got \$500,000 back. Then we would take that money and disperse it to students depending on what they paid for tuition, and then lower tuition for next semester by whatever that percentage amount is. So that's our pledge. So this political year is usually done by July 1st. We're not going to be done before October 15th. Switching back to another face of politics, we did last year in July of 2000, have the Governor sign off on a planning grant for our east campus facility renovation. Which would include the renovation of Hedgecock Field House into the

Student Services Center and the Reynolds Concert Hall. It's more of a recital hall for the music department. That's what Mrs. Reynolds, our donor, wished to call it. So we will honor that name for her. The addition of Art and Design classrooms and studio space and faculty offices, as well as an art museum, very needed facility on our campus. A connector walkway and some rehabilitation in Thomas Fine Arts. We had had a larger design before the ??? program and we are not able to get them to get into connecting a couple more facilities into that project. It's about a \$37 million dollar project, a little bit less than Seaborg Science Complex. We've got a planning grant and submitted our plans and the Governor turned it down because in July he vetoed it because of the concern that D & B had over three issues that have now been resolved. We have to get it back to the joint committee on ??? when they convene in September. We then have to find an appropriations bill to put it into so the earliest we would get it back would be December. So we've lost six months to a year. We're ready to move on the construction. That was a major disappointment to us.

RM: That was just some questions about the technical aspects of the project. It didn't get into any political...

JB: Well I think it clearly was a political problem. I think the former director of D & B did not want us to have the project. Therefore, instead of calling us and asking us a question about these three things that we were able to take care of in an afternoon, advised the Governor not to sign it, and then informed us that there were these questions. Do I think that there was an issue on who needed to be up to bat next? Yes. Michigan Tech, our neighbor to the north, just got a grant that had been vetoed three times before. This is the world of ???. While students were all up in arms and the press raced out here to tell me I had this vetoed like I didn't know it. They're going aren't you upset? No. They said why not? Is this going to change your political relationship with the governor's no? Good heavens no. Do you know how many ??? projects get vetoed 1,2,3, or 4 times before they ever get approved? We just go back and keep batting at it. It is not unusual. I keep reminding students, faculty, and staff that the Seaborg Science Complex

was over 12 years in the negotiation and building process. So patience. Now, students that have been here 4-6 years don't have the patience, but as us long termers realize, nothing moves slower than the legislative process. The slowest of the legislation process is the ????. While we are on facilities, I'll wrap up a couple of others. One of the things that has affected the Upper Peninsula has been the decline in K-12 enrollments. It has affected the Marquette Area Public Schools most severely. This year they put two of their facilities up for sale, including Whittman which abuts our property. We purchased it for \$625,000. You can look the exact number up in the Board Minutes, but I think it was 625. Nine acres, if we reconfigure the building so the doorway faces the Seaborg Science Complex and do different landscaping, it will be a wonderful facility to move some of the people in Magers into that facility. Eventually our goal is to free up Magers to be a residence hall again.

RM: There was some talk of moving people in Magers into Cohodas.

JB: There would be both. You'd need to do both. You could never...

RM: They wouldn't all fit.

JB: Business would probably...right now we are looking at, but have not sworn on the Bible, but looking at Business in here, Education there, and discussion about what else goes and where it goes. Those two are the no brainers. All of this building activity is precipitate by our plan to grow to 11,200 by 2005. With the bulk of those students being baccalaureate. We got a good start on it last year. Our head count was a little higher than we expected, but it was not in the areas we expected. Not every matrix. This year we don't have a head count yet, but enrollment is up slightly. It's not up as much as we wanted. Student credit hours are great. What we're seeing is first time full time freshmen up. First time full time baccalaureate up, not just freshmen, but that cohort group we're really after, baccalaureate students. We're seeing some melt in the continuing third semester freshmen. And our biggest head count drop is in

Graduate programs. That's not surprising given that the largest number our Graduate program students are teachers and the public schools are severely cutting back their budgets. Therefore they're not providing stipends for Graduate teachers to attend school. We're adjusting to that. We just got the numbers last night so I've got to figure this out. And we've still got another week to go. But we are under trajectory to have 10,300 undergraduate students and about 1,000 Graduate students. Right now it looks like we are near 800 Graduate students. We were never at 900 last year. So we are going to have to see what that does to the Graduate programs. Graduate students frankly are far more costly to support and staff for. The other major, well there are lots of other major things that have occurred, but I'm jumping around. Back to Facilities, we've renovated the Dining Complex in the residence halls. Quad I, now the Marketplace, doesn't look anything that the Alumni of the '60s have a clue about. It is competitive of any upscale restaurant. I must say it looks like Up Front & Company. It is the largest, and I dare say the finest restaurant in the UP.

JB: You can go all day. You can go and stay all day if you can stand it. Which I think would be a really

RM: Oh my. ... but I had a parent say to me, this is wonderful. My child has an eating problem, a

mutual disorder, not a psychological eating disorder and can only eat small meals. If she can eat six a

JB: It seats 588 students at a time and they have about 10 different food stations, and we cook on daily demand. ... which you put out hot stuff and dinner too. I think that wraps up Facilities.

RM: Is that open? ... place, is that open to the public?

JB: Yes. ... 75 you too can have all you can eat in one sitting.

RM: The Mongolian Barbecue, is that open as well?

JB: We're phasing in the food stations. Mongolian Barbecue has about another week to open. But that's in the Marketplace.

JB: Anything. For faculty and staff, you can put it on your NMU Wildcat Card, you can enroll the

RM: So it's all in process. like the 10 meal plan, the 25 meal plan, or the 100 meal plan, and you get a reduction.

JB: But they're open and we're feeding every day. We've been feeding everyday since the Sunday school opened. What we did is started feeding the easy stuff, pizza, pasta, salad bar, breakfast bar, hot bar. This week we added two other food stations. Probably the Mongolian Barbecue, because they shipped us the equipment without the instructions, will be the last one to come on line. And it requires some special training. But the idea is that students have from 6:30 in the morning 'til 8:00 at night to have access for all you can eat, as much as you care to eat, as many times as you care eat it.

It's a major change for the food program and some students... freshman love it. We've got to make the

RM: So it's not for example the breakfasts... meal plans for Juniors and Seniors. But we are working our

way through that. We again this year bought out 4,000 laptops because for the first time, some traded

JB: You can go all day. You can go and stay all day if you can stand it. Which I think would be a really grim experience. But I had a parent say to me, this is wonderful. My child has an eating problem, a stomach disorder, not a psychological eating disorder and can only eat small meals. If she can eat six a day rather than three that's great. We serve some types of food available all the time. Others obviously like around lunch you put out hot stuff and dinner too. I think that wraps up Facilities.

much brick and mortar say we are academic builders. We reach out and touch Jamrich. Jamrich almost

RM: Is the Marketplace, is that open to the public? the whole academic mall when we finish the

landscaping is going to knock your socks off. It just gives a different feel. Have you seen...

JB: For \$6.75 you too can have all you can eat in one sitting.

RM: Oh yes. I went through the West Science Complex and I was stunned.

RM: Not just the Mongolian Barbecue...

JB: I had a very delightful opportunity to take 4 legislators through the week of August 24. I'm going to take another one through this Friday. I'm taking everybody through that will go through because it is so wonderful.

JB: Anything. For faculty and staff, you can put it on your NMU Wildcat Card, you can email the equipment, that you would like the 10 meal plan, the 25 meal plan, or the 100 meal plan, and you get a reduction.

RM: Oh that's right. They were talking about it...

JB: I signed up for my 25 meal plan today and tonight I'm going to eat with the students and then have a conversation with some of them on issues. But frankly, that's on mine and Bren's way home. We're going to be eating there a lot. A lot easier than going home and doing this. But it's a major change for us. It's a major change for the food program and some students...freshmen love it. We've got to make the transition, so we've got some different level food plans for Juniors and Seniors. But we are working our way through that. We again this year handed out 4,000 laptops because for the first time, some traded theirs in. No student should have a laptop as old as 2 years, or any older than 2 years. So we had some trade ins. But we did that again this year in 3 days. We continue to make strides with that. But the big news for this Fall is the opening of the remainder of the Seaborg Science Complex. Both the Seaborg Center and the West Science Facility. It is the combination of all of that facility together. I personally believe it has transformed the thinking about academics on this campus. Just the physical presence of this much brick and mortar say we are academic builders. We reach out and touch Jamrich. Jamrich almost touches McClintock and McClintock...you know. The whole academic mall when we finish the landscaping is going to knock your socks off. It just gives a different feel. Have you seen...

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RM: The thing is, the visual impression is if you'd seen it before...

JB: And that's where I'm going with this story. I had with me David Haynes, R. Graham, who had studied in West Science. I had Fred Joyal who had taught in West Science, and Mike Roy who was the grand architect. Tracey Tom who for years taught in West Science, and Camhouse who had been in and out of West Science in his career here. Honest to goodness, without a map we would never have found our way out. Because the building has truly been transformed. It is just...the addition of the entryway for the Seaborg Center and that wonderful compass on the floor in the museum that will eventually be all together, the auditorium, it is astounding. You add that to the very state of the art labs in the New Science Facility, the connector facility, the communication disorders, I don't know that anybody has ever paid that much attention to that program.

RM: It was always down in Carey.

JB: It was the worst place. It was so bad. Now they have lovely labs. They have absolutely the finest audio sound booth that you can buy. We can really be of help to the young children that come there for services. And to training our young students. The Mason's have been very helpful in getting what we needed. We are trying to work with the Mason's to expand that program. All of that brings me to the campaign. This Decisive Season has a \$30 million dollar goal. We are slightly over \$29 million. We have several months to go. We are continuing to grow our campaign because while we are very near our goal, we have some areas that we have not achieved goals in. And that happens in every campaign. But we have some donors who we are in continuing conversation with about to help us over the top. We are interested in more academic gifts. We got a couple that we are going to announce quickly, but I would like to see us be able to announce some major academic gifts because we've had some major facility gifts. With the Seaborg Science Complex, we got \$1.2 million from the Federal Government in grants to help

the programs and facilities. We have another million in gifts and foundations that has helped. Actually a million and a half now because we just got a half million dollar gift that has helped with either building an endowment to keep up equipment and programs or providing initial equipment. So that's been important to our campaign.

RM: A few questions about the Science Facility. I was asked about this, we kind of got an answer, but maybe a bit more clarification... there was a mural, some kind of a concrete artistic piece on the east side of the building there. I heard the demolition crew got a little carried away with their work. What has happened to, or is there any funding for the museum upstairs?

JB: If there's going to be funding, it's going to need to be found. You and Peggy and others have got some things, we can outfit it with that, but they're not specific, unless Fred set aside something I don't know about.

RM: But it wasn't in the project.

JB: Just the building of it itself. Not the continual upkeep and update of it.

RM: Let's see. Did you have some other topics you wanted to...

JB: Trying to quickly think through. We did a search for provost, and named Fred Joyal permanent Provost and Vice President for Academic Affairs. We lost Lorilee Rebhan, our Executive Director for Development and have put Virginia Zinzer in that position on an interim basis. I will get around to starting a search for that, but things are working very well right now. There's some other priorities like finishing up this legislative season. I'm not feeling a stress about it, and it's not that I'm not watching it, but neither am I worrying about it. The Masters of Fine Art and Creative Writing is a program that has

been established in the last two years. It's our first terminal degree and that's not going to go through every degree we've started ever, but I think it's important that we've started our first terminal degree, and for the foreseeable future, it will be our only terminal degree. We had 6 students in the program last year. This year we have 11 or 12. We've got more applicants for next year probably than we can handle already. It's taking off, and that's very exciting to see. It is helping us as we deal with some of our enrollment growth with our undergraduate classes.

BREAK IN TAPE

Let's talk about recruitment, both in and out of the Upper Peninsula. Earlier I said we want to grow to 11,200 by 2005, and that is a major issue for us, and we reckon that a vast majority of that must come from outside of the UP. In Fall 99, for the first time ever, we had more Freshman from outside that UP than from inside the UP. We saw that trend continue in 2000, and again in 2001, although our UP enrollment is up, even on a declining numerical base. I attribute that now to the large distinction between tuition between us and Tech and some really aggressive recruiting. We see our growth coming heavily from Wisconsin and Chicago north. Fall 2000, almost the net number of new students coming was equal to the net number of students from Wisconsin and Illinois. Downstate students hop around as to where they come from, but the percentage there is growing. We have gotten a lot more visibility because of the laptop initiative, and I think that's helped considerably. We've spread our wings a little bit into Minnesota and Indiana. Former President Vandement had worked on getting transfer students from California here. We've seen that initiative yield fewer than 50 students. I think that it's coming along. But it's a distance and a real cultural change. One of the things that Northern has got to do is to not only recruit students from outside the area, but begin to provide experiences for students are used to a lot more urban environment and diversity. And to be far more sensitive to people of color than wither Marquette or the Northern community has been. This "We ignore everybody because we're Yoopers attitude" does not settle with students. And students really are the customer in this case, and last year I had the very unfortunate incident of several students of color saying they weren't coming back. That they had been treated poorly by faculty in their classes, by staff, by other students, and by community members. They

weren't a huge number, but it takes a lot of nerve to walk to a President's office and tell you that. So if you're three who come in here, you're probably 30 who've had the experience. That 's not what we want to be about, and as a university community we really need to address some of those attitudes. Another reason that our future is going to lie more and more heavily with students outside the UP is that as you look at the very severe issues facing the Iron Ore industry on the Marquette range and on the Minnesota range. Because of the import of semi-finished slab steel and finished steel, the iron ore production does need to be what we can produce and the steel industry and the iron ore industry is really having to define itself. That redefinition is going to mean fewer workers. We do believe that there is some support at the federal level for putting in some trade restrictions that will allow a three year window of opportunity for the steel industry to reconfigure. With out that three year window, we are probably not very far from the mines closing. With that three year window, we're probably about three years away from having the work force in the mines cut in half. That's a lot of families. Joe Shiner, the Dean of Business and Head of the Center for Economic Research here calculates using the U.S. Department of Commerce's own figures that the iron ore industry in the Marquette Range is worth \$600 million economic impact. Northern's economic impact is about

TAPE 2

JB: There's Northern at 1100 employees. There's the mines at 1740, and there's the hospital at a little over 2000. The next largest employer has less than 500, possibly even less than 300, in the central UP so what happened to the three of us is intertwined. The mines closing would have a devastating impact on us, but it would also have a devastating impact on the hospital because we would have very hard difficulty keeping our patient base to maintain some of the certificate of need we have. You can't provide services without a certificate of need. The other big factor is that when you're looking at healthcare plans, there are three organizations that provide really good ones, and guess which they are. Us, with probably the premiere healthcare plan, the mine and the hospital.

RM: So right now it looks like we have three years?

JB: Don't know yet. President hasn't said. The President has to sign, there has to be hearings. We won't know until December.

RM: But even if that's signed, that gives the Marquette range a life of three years?

JB: Well, whenever you get new board members, you get a little change in dynamics. In fact, I'd much
JB: It would give the Marquette range three years to reconfigure so it would be cost effective, and could stand up against the imports. It doesn't say that we will forever ban imports. In fact, it clearly does not say that. It says that we will provide some sort of import protection, and they can set whatever level that might be, for no longer than three years. And Brenso clearly says that whatever that configuration is means fewer jobs. Greater efficiency, fewer jobs. The other significant change we've had this year is that we've had a change of two board of control members in January. The governor did not reappoint Gill Zigler. His term was up. He appointed Mary C. Lukens, who is a Northern alum. She attended here, but she did not graduate from here. She lives in Ann Arbor. He also did not reappoint Buzz Barabee and in June, appointed Carl Webber, a local attorney, U of M graduate, to the board. We have two people whose terms have expired, but who have not yet been replaced and you serve until replaced. Elwood Mattson, who is now finishing up his 12th year and Sam Benedict whose term expired when Gill's did in December 2000. We will see what the Governor does with either of those.

RM: What is that? That's almost half the board?

JB: Well, we will have turned over for board members if he replaces Benedict and Mattson. The governor can change to not contact you, and you serve until replaced, or he can chose to replace you and whoever he replaces you with serves the rest of your unexpired term. For instance, Buzz had already

served an extra year and a half so Carl's term would not be a full 8 year term. You don't start the clock over again. Or he could choose to reappoint you until your term expires, but he cannot appoint you for less than the unexpired term so I would anticipate that prior to the election he will act on both Elwood and Sam.

RM: Is this having an effect on the way the board operates?

JB: Well, whenever you get new board members, you get a little change in dynamics. In fact, I'd much rather have them phased in two at a time than all four at once. I'm very pleased with our new board members. They are both very interested and dedicated to doing a good job, quick learners. We've had them here for orientation. We just recently had a board retreat, and I'm very positive about Northern's board. I think one of the great successes of Northern is that it has been well served by good board leadership over its course of time. And I'll let history vote on me, but prior to my getting here, it's been well served by its presidents. We've had the right people at the right time doing the right thing. None of us will leave office fully loved by everyone, but that's the price of being president. And if you think you're going to, you're in the wrong job. Anything else on your mind?

RM: Kind of going back to the beginning, you were talking about the change in colleges, pulling two together and so on. How does that change begin? Is that an idea you come up with or is it just something that's been out there?

JB: Clearly when I came here, Phil Beukum had been looking at redesigning the colleges for a couple of years and just never got it moved. But looking at Northern's future and our very high level of per student state appropriation continuing dialogue extremely heavy dialogue in the legislature about going to a formula funding similar to the public schools, which Northern will not do well under formula funding. We as a leadership team and sitting with the board through several years of retreat processes came up with

a multiprong plan. One was to begin to move funding from personnel to non-personnel items so that should we have to delay, make cuts, etc. we would be able to do that without affecting people. When I came here, we were in the middle of a severance. We looked at that, took a year off, and then went into a one year very quickly. The one that we just completed this June 30, yielded 78 retirements among faculty and staff. Some of those positions have been reassigned, some have not yet been filled, some have been filled by greater need. All that creates heartburn among the people who lost the position in his or her unit or department, but the point of doing that is to be able to move positions around where the needs are greatest, and we've filled probably the largest group of faculty and staff and adjunct faculty where we weren't able to fill positions or we aren't sure that the demand's going to continue long term this year than ever. That too is changing the environment and the culture. So there is a lot of change going on, but part of that plan was in a university this size how many colleges do you need? You have two very small colleges come together you have one large college and the college of professional studies and the college of arts and sciences are about the same size and the college of business and the college of technology and applied sciences are about equal size. So we clearly gain some efficiencies there. The redesign of the divisions was really my saying that I wanted to be, rather than have a university relations VP, I wanted to be more akin to what was happening in communications and marketing alumni development. I really think in a campaign, if you don't have a person report directly to the president, it's harder to raise money. I trust the provost to handle the academic programs, I trust the VP for finance and administration to make sure that the buildings are up and safe and the fire marshall's happy and that there are actually 5500 parking spaces and 13 miles of sidewalk and that they're all clean, and that doesn't mean we don't discuss all that. The other thing that I think has been significant over the past few years is that we've started to have a lot more university forums. If people will come and participate, they really have an opportunity to have some input. The other big change is you get input 24 hours a day, 7 days a week via e-mail.

that political process, because I could not have done that alone. I could not have picked up the phone and called a board member and said you need to call so and so that they said, sorry Judy, not going to do that. They were right on it. Our board is not a micromanaging board. They're not trying to run around your classroom figuring out what you're doing and not doing wrong, but they sure are an involved board, and they're involved where it counts so we're blessed that way.

RM: Everything sort of works so that the board's working with you.

JB: I'm blessed with people who day to day, make me look better than I really am. They're strategic, committed, they're scholars themselves. I pick up a phone and say I got a bunch of legislators coming to town and this is why these are important to talk to, and BAM! People just volunteer.

RM: So it makes your job a lot easier.

JB: Absolutely. I mean, you'd go crazy otherwise.

RM: To avoid craziness, what do you do after all of this politicking, what do you do to recreate, to relax, to vacation?

JB: I had a wonderful opportunity this summer. I was invited to give a presentation on our TLC initiative at the University of Oxford at Oxford, England. There was an international conference on women and leadership in higher ed, and I was invited by the founders of the conference to come and talk about women leading technological change closing the digital divide, and I did so we piggybacked a weekend in England. So Bren and I travel. We do get away. We do alumni events combined with some vacation over spring break. Christmas is my you don't call me, I will kill you time. From whatever day I get on the plane, sometime after commencement, until January second.

RM: So you don't have any communication with the office.

JB: The office is closed so very little can go wrong. Now the instructions are, if we have a fire, a death of a VP, dean, or a board member or and immediate staff member or the world comes to an end, contact me. But that is my truly, I'm going to put everybody off.

RM: So you don't get updates.

JB: No. There's nothing to update. Now when I'm on vacation in the summer, I get daily updates. Bren and I enjoy travelling. We don't get enough of it done. I read a lot. In my Christmas down time, my summer down time, I'm not out hiking off of mountains. I'm sitting somewhere reading. This year, the other thing that has really been an issue and the board and staff and faculty and VPs have been unbelievably supportive. January and February, my mother was very, very ill and we had to move her from her assisted living apartment into the hospital where we were told she wouldn't live the week. Then into successive levels of care in the nursing facility, and now we think we have it under control. The bad news was it occurred at all. She'll never be any better. The good news is that it occurred early enough in the calendar year that it was not like the day I was going for a budget hearing. So I was able to get back on track and get focused. But that ate up any of my relaxing downtime. Bren flies his plane, but that's not my thing. I'd much rather wander through shops. Just looking at pretty things, but I don't do much with my hands. I mean, you're not going to find me gardening. You're certainly not going to find me doing any handy work, but I enjoy reading and walking. Invite me on any trip and I'm ready to go. Although I will say that for everyone who thinks that the life of travel is glamorous, they do not get up at 4 to be at Sawyer at 5:30 to get at midnight to fly to and from Lansing. That is not glamorous. And you're really lucky if you get home at midnight.

RM: I have one question...

JB: I obviously eat too much for pleasure.

RM: What are the plans, if any, if the Art and Design Department moves out?

JB: When, not if.

RM: When the move out.

JB: Stay positive. Never give anyone that edge of if. We don't have any yet. At the rate we're going, we've got two years minimum to figure it out. Frankly, it will depend on funding. Right now we will probably just close the doors for a while. We have made the decision that Carey Hall is not financially feasible to renovate into a dorm. It is...the plumbing is totally gone. The heat is not feasible, the air handling, bringing it to today's code. The numbers per bid were far more than we could ever justify. So I really don't know. The first question is what do we do? Because in the building scheme, Hedgecock comes first. We'll start with Hedgecock while we finish designing the Art...given the money, we could pull out the first board out tomorrow. We've got to get the USOEC Boxing out, but we could. If someone said here's your bag of money today, I'd have them out tomorrow, even temporarily so it could get started. So the question we are grappling with now is what to do with Cohodas and who to move in here. That would be the first. I think that would happen about the same time, as far as moving people.

RM: So you're kind of talking about maybe a 10 year process here.

JB: Well hopefully it won't go 10 years. Well it will probably go 10 before we do any renovation on that because we've just bonded our debts to take care of the projects on the line and they weren't included.

RM: So construction is not going to stop in the near future.

JB: Construction is not going to stop. My successor will still have opportunities for construction.

RM: I was out in southern California on a research trip and stopped and saw Vandament. I don't know why he brought this up but he said, "Do you remember when we were drinking champagne from...well I wasn't there, I was just passing. But they had a big hole in the ground and they were going to fill it in. They had finished up the steam project. It was funny because he was in this hole with all the workers and they had a bottle of champagne. They were so excited because it had been an absolute mess.

JB: The students are saying they are so glad it doesn't look like ???.

RM: Yes. That's how they were describing it. It has been, I guess...well it would be about a 20 year...when you go back to that time when they did some of that work.

JB: I think it is unrealistic of any modern day university to think that they will not constantly be under construction. I want to meet the president who has enough money to wrap up all the construction projects at once. Wipe your hands and go oh done for a couple years. It's just not there. If you were growing and keeping up with technology and keeping up with student demand, one of the things that we are debating is how soon to build new apartments for students. It becomes a recruitment and competitive issue. Frankly, one of our competitive advantages, and another reason not to put dorms back in Carey, is that we have bathroom suites. At the end of the hall doesn't sell anymore. The Summit Street Apartments, maximum life of 10 years, max. So can we build new apartments somewhere in that area and then let Summit Street go for a couple years in case we have an overflow, need some transition stuff, and then tear them down.

Trust me, there's nothing architecturally great about keeping them. They should be torn down. I don't think anyone has a sentiment about the Summit Street apartments.

RM: I would hope not.

JB: If they do I want to have an Art and Design person talk to them. It's just constant. Next year we have the lobbies of the other two residence halls. Now we have two beautiful on either side of Quad I. Beautiful, open airy, welcoming lobbies. Then you've got these things. Quad II will be turned into a student gathering place, recreational, meeting area. We're working on the statement for that now so we can bid it out. Students need places where they can gather at night. We don't want them all to be stuck in their rooms behind their laptops. You just look at what has to happen next and keep pushing away at it. We still have some handicapped accessibility. How long do you let the University Center sit until it needs another face lift? Forest Roberts Theater needs a face lift. It needs more than a face lift, but...and it's had a face lift since I've been here, but it needs work in the back. More than a face lift. But that's several years down the road.

RM: But these are all things that have to be kept online and planning for.

JB: They have to be kept and you just keep talking about it and then Lord knows, we've got to build more parking. It could be there a year, but if you don't build a parking place...

RM: There was some fussing the first week with cars all over the place. What are they going to do when we get 11,000 students? I don't know. It's something we have to think about.

JB: For everyone who wants to fuss about that, I invite them to go to Michigan State for a day. Or to Oakland. It's just unbelievable. I think we are very unrealistic. Can we do a multi-level parking garage?

Sure. Are students and faculty willing to increase their rates to pay for \$10,000a space? Then you're not going to do a multi-level. The thing is that as tax payers, consumers, people, as a society, we want more for less cost and it doesn't work that way.

RM: They were talking about this years ago at Western, they have a multi-level lot, I asked them about it. Is it used and so on. It's next to the theater so people going to the theater use it. But they said faculty and students don't use it except for a few weeks in January when they get enough snow to make it unpleasant. Then people buy a pass and use it.

JB: For us to construct something, we couldn't sell it with a pass. We'd have to ??? people as we began construction because state law prohibits you from building those types of things with general funds.

RM: There was a lot of talk about this and I asked the students.

JB: We need to wrap up because I need to go do my thing with some students. But it really is one of those how much are you willing to pay for it. Students are very upset about the 8.8% tuition increase. Yet schools that have 10-12-19% increases are telling them that in addition you bring your own technology and software and pay to use the internet.

RM: You start adding those figures in and it adds up.

JB: Yes. So we are really a best buy. I don't know if it was the same person talking to you about parking, but an employee called here and I've been an employee here for x number of years and I pay \$100 to park and I have to circle the lot 4 times. Get a life.

RM: So a call came to you.

JB: Well to Jackie. Jackie said what are you going to do about this? You don't want me to talk to them because my issue is the reason we are employed is because there are students here. Students bring cars. They don't come without cars. It will sort itself out. In the meanwhile, go somewhere and take a deep breath.

RM: It happens every semester. Somebody complained and said wait til next week. Well thank you. I appreciate it.

JB: Your welcome.