

Interview with Dr. Judi Bailey

June 5, 2003

Interviewer: Dr. Russell Magnaghi

Marquette, MI

RM: Dr. Bailey, we'd like to start the interview. This is our fourth series of interviews over the last six years.

JB: Six years this June.

RM: I appreciate you doing this. You're on your way out of town so to speak. You'll be the only president who has had a series of interviews done during their time in office.

The other interviews I've done were done at the end. We just had an eclectic list of items to go through. Later on we can go through them. Start out with an important development, the passing of Elwood Matson.

JB: You know Russ, the Board of Trustees is made up of 8 individuals appointed by the Governor. Northern has been exceptionally well served by those. During this past 18 months we've had three of our 8 board members change. We had the addition of Carl Webber and Mary Lukins replacing Buzz Baraby and Gill Zegler and Pam can give you the exact dates on those, I can't. But, at the same time that the Governor moved to fill those appointments, the Governor and I and Mr. Matson talked about the fact that Mr. Matson's term had also expired. It had expired two years previous. The Governor wanted Mr. Matson to continue service on the Board as long as he was able. We did a fairly creative action by the Governor. You cannot be appointed for less than a term. You might come in mid-term if someone leave. But your appointments are for terms. At Elwood's extended age, neither thought another 8 year appointment was appropriate. So they agreed that Elwood would serve either until the end of Engler's term or when he requested to be relieved, which ever came first. So Elwood was active. During that time Elwood's health continued to decline. But the point of peace for me is that in the passing of Elwood Matson we lost an individual who has probably over the past 54 years shaped

Interview with Dr. Judi Bailey

June 5, 2003

Interviewer: Dr. Russell Magnaghi

Marquette, MI

Northern as much as anyone else. I really regret that you didn't get a chance before his passing to interview him. You might want to take time some time to interview Steve. Unfortunately Ida May's hearing wouldn't allow...but maybe with Steve there...that's still a task. We've really lost a huge history. Elwood was a graduate. He graduated in 1950. He came in the '40s. He was a leader on campus as a young man. As he became an economic engine for the county of Marquette, he always moved Northern into that position. I think Elwood shaped Northern's economic development responsibility. He cared passionately and an ardent fund raiser. He was a decision maker. Elwood didn't spend a lot of time chattering about a decision. He wasn't one to get into the conversational mode in and out of board meetings. He just wanted to read the information and talk quietly. Then kind of summarize everyone else's thinking. Whether he was on the Board...his involvement with the Development Fund and the Alumni Association, and every other advisory group the Northern had, I think you see his imprint probably as much as any series of Presidents because it's been longer. Over 50 years. From the time he'd been in school, nearly 55 years. That's a huge time to have that much involvement. It wasn't a casual, I'm going to drop in and be involved, it was a very focused involvement. I remember Elwood calling me and saying Northern needs to do X or Y. Or I hear that this is happening in the community, what's Northern's response going to be to it? His dream was this campaign. He saw, as everyone else did, but probably Elwood more than anybody, the passion of what it means to be able to have an endowment and perpetuity to assist the university through some difficult times. The consultant thought we could do 15 million on a good day. I had initially toyed with whether we should set the goal at 30 or 50. Since the consultant thought we could only

Interview with Dr. Judi Bailey

June 5, 2003

Interviewer: Dr. Russell Magnaghi

Marquette, MI

do 15 I decided to set it at 30 because you never want to come under. But Elwood kept pushing for 35. For whatever reason, that was his mental goal, 35 million. At his passing we were at 33. He would call up monthly and say give me the numbers today. Why didn't we make as much progress...even with all the market things that we had recently. By the time the campaign closes at the end of July we probably will be at 35, or very close to it. We got some people that we're approaching to say look, we're so near Elwood's dream, take us to it. But it was actually his passion that led us to set our sights higher. When I look at one solitary influence through time, that was not a President, I'm sure he shaped Harden's thinking. I'm sure he shaped Jamrich's, and Appleberry. I just want to make that note because that's probably...over 50 years of Presidents, we've had 50 years of Elwood's leadership.

RM: I did do an interview with him

JB: I'm very glad.

RM: Do you want to say more about the Board of Trustees?

JB: I think that we're seeing such a dramatic turnover in numbers in the Board. We were very glad that the Governor re-appointed Sam Benedict because that gave us some continuity. Now we have reached, in the past two years we've had all but two of our Board members turnover. We had Mary Lukins and Carl replace Buzz and Gill. Then we had Alan Ackerman and Doug Roberts replace Dan and Elwood. Sam was re-appointed. Then we had...actually it was Larry Emit that replaced Elwood. Bob Laberdy also. Out of a Board of 8 we had 5 members who have served 2 years or less. And 3 who have been to 2 meetings and are now in a Presidential search and budget deficit. You live in interesting times.

Interview with Dr. Judi Bailey

June 5, 2003

Interviewer: Dr. Russell Magnaghi

Marquette, MI

RM: One of your state activities was the State Coin Commission. Do you want to comment on that?

JB: It was a fun thing to do. I'm not a coin collector. I don't know that I added a thing to it other than Upper Peninsula representation. Governor Engler looked around for people who could do this tastefully and have fun doing it. I'd like to get introduced to them. Just this week the Mint has released their five versions of the five coins. They are underwhelming. It was one of those intriguing things that comes along once in a lifetime. I served on the Michigan Humanities Council and you end up, a lot of different people end up on those. But you only strike one state quarter. So that was fine. It was a very diverse group. I learned a lot about coins. I learned a lot about the US Mint than I really cared to know. I'm still voting for, my first choice is that simple is best. It's the state with the Great Lakes around it and no words other than Michigan at the bottom.

Anything else on the size of a quarter looks like you just jammed it in there. But it was a flamboyant group. It really was.

RM: How many were on it?

JB: There must have been 25 of us. It was a big group. But we only met 3 times. It was very efficient. What you learned, you really had the wind taken out of yourself when you went to the first meeting because you thought that the commission was going to design the quarter. What you found out in truth, the Commission got to recommend 3-5 versions to the Governor, who would either accept or reject them. He accepted all 5 of our recommendations in pretty much the rank order that the Commission had. Then we sent them to the Mint. The Mint could reject or accept all of them. Some states rejected all of them. We were pleased that they were able to strike prototypes. I don't know what the

Interview with Dr. Judi Bailey

June 5, 2003

Interviewer: Dr. Russell Magnaghi

Marquette, MI

right word is. A prototype of the 5. There's a panel at the Mint that looks at the weight of coin, does it work in machines, can you tell if you are visually impaired, can you tell by the feel what kind it is. There's a lot of things that go into making coins. Anyway, it was fun.

RM: You served on that during 2002?

JB: Yes.

RM: At the time of the last interview we did in late October 2001, we had just come through the dedication of the buildings in the science complex. Do you want to get into a little of that and maybe we can use that to get into some of the construction that's been started.

JB: It was a highlight of my Presidency. The whole construction issue underlines the philosophy or my belief that each President, each leader, each Department Head, whatever, builds upon the work of the previous person in that position. Bill Vandament had worked hard with the legislature to bring that to a point where early in my Presidency we got the vote to move forward. We did that culminating in the dedication in '02. That was such a wonderful celebration. Some of the Seaborg family were here to be involved. It has changed the activities at Northern. Everyone I've spoken to sees it as a statement about academics. It clearly has changed the face of the mall. If you are a student they say it has changed the face of where the wind tunnel is. We got the help. But it also has been a tremendous advantage to our Nursing/Allied Health Sciences and Math and Sciences enrollment. Enrollment just shot up. Biology is literally over-capacitated. The lab sciences particularly saw a huge increase. We had great donors supporting the facility. Many of those donations have led to endowments to keep equipment in the

Interview with Dr. Judi Bailey

June 5, 2003

Interviewer: Dr. Russell Magnaghi

Marquette, MI

programs. The communication room, that equipment can be broken or outdated faster than you and I can do these interviews. So the endowment will allow the upgrades and replacements and repairs. The same with several of our academic programs. Nursing and Biology are two of them. All of those endowments are \$100,000 or better. That stems off enough to...if you don't spend it for the first 2-3 years, and you shouldn't need to, then you have built a little pool to help those programs. They are very important. That leads us to our next project that we are working on, the renovations of Hedgecock into the Student Services Center and the Reynolds Concert Hall. That's one of those, in leaving Northern, I truly hate to leave before I see that building done. There are things that you would have liked to finish. But there are always things that you want to finish. When Mike Roy and I were touring campus my first week here, I looked up at those windows in Hedgecock and said they have got to go. The other day I was on campus before my last trip to Kalamazoo and I looked up and the windows were gone. Maybe I'd been gone a little over a week because we had some other family business. Maybe they put other windows in. But they vanished. It will be a phenomenal resource for Student Services and our students will be well served by that and the music community, the music and guest lecturer series will be well served by the concert hall. We don't see that as a place where we will put every guest speaker, but reserved for...I don't know how it will play out. But the concept was that it would be predominantly for music recitals and performers from town that are touching a small audience of about 250, and special guest lecturers. It will be a nice size between the Mead Auditorium and the Great Lakes Rooms opened all the way up. It will be a lovely opportunity. With that and now the approval, it got on and off and on and off. We had a legislative go around. Students

Interview with Dr. Judi Bailey

June 5, 2003

Interviewer: Dr. Russell Magnaghi

Marquette, MI

are always amazed that we can't announce a building and then finish it the next year.

The appropriations and funding process, the building process is far longer than that. But with the approval to go ahead with the addition to the Art facility, including the Art Museum, for which we got the DeBoss naming gift of \$1 million and the renovation of Thomas Fine Arts, we will have accomplished everything on the list of needed arts projects when I came here, with the exception of a 2,000 seat theater. Every other goal that was on the table and part of debate, the Black Box has been taken care of. We've done some renovation but there's more to do to Forrest Robert Theater. But clearly the renovation in the Music faculty's space, there was just no renovating Lee Hall to make good Art Department sense. By adding on to the addition of the facility and the museum, and again the DeBoss gift will add \$50,000 a year to the program, in outreach programs and bringing shows that will help draw the community in, those opportunities will really make a statement about the arts. I think we'll round out our facility. I don't know what future Presidents will see as needs, but Mike and Fred and I have not seen the need for additional ground up facilities. We have a lot of square footage, but a lot of it was needed renovation.

RM: You mentioned the DeBoss art donation. Do you want to make a comment?

JB: I just did.

RM: Would you like to comment on enrollment? The whole process of enrollment?

JB: The reason we need all these facilities and looking at what we do about Whitman school. Let's just revert for a minute. Whitman is one of those things that will benefit the university and I am pained by the fact that the university to buy a public school. That meant that our community has lost young people. You don't get to buy public schools if

Interview with Dr. Judi Bailey

June 5, 2003

Interviewer: Dr. Russell Magnaghi

Marquette, MI

your community is as healthy as it should be. Now, being the opportunistic institution we are, we weren't going to pass up the chance to add at a very reasonable offer, to take Whitman. As I drove by it I'm just thrilled with what I see going on with the renovation. It will be a fine facility for our School of Education. There is an agreement that we will not fit a school, a laboratory school in it because we would pawn the public school enrollment. We are helping that neighborhood quite a bit by redirecting the front of Whitman toward Seaborg and that will take care of some of the traffic issues and the parking lot will be on the side facing Seaborg. It also makes it look more on campus. We will be moving a series of offices over there. The School of Education will be the predominant. We're trying to put informal large gathering spaces in for students and faculty. We see as our student population has so many differences in lifestyles that the concept of a student union where students go period, is not realistic in today's higher education world. The other facility along the student line, we've renovated the Market Place since the last time we talked, a huge improvement in Dining Services, and Quad II is now finally underway and will be renovated to accommodate student programming and more recreational services. In the basement of the LRC we renovated a study space and have put in a Star Bucks, which created a little controversy. It's one of those things that you think you're doing the right thing and you find out wham, somebody doesn't think so. It was what a university is always about. It was a healthy debate. It was really a good healthy debate. In the end we went ahead with Star Bucks, but we also made some accommodations for the interests for the people concerned about free trade coffee and alternatives. I think the students who are passionate about it really lead a positive dialogue. The community coffee shop owners saw less of a threat than the students did

Interview with Dr. Judi Bailey

June 5, 2003

Interviewer: Dr. Russell Magnaghi

Marquette, MI

because they're thinking who's going to move from Babycakes to Campus because

there's a Star Bucks moving in. Nobody. If we had a drive through on campus it might be a different story. But you have to be inside the basement of the LRC to make this work.

RM: Let's go into state funding and some of the developments that took place.

JB: State funding or the lack of.

RM: Maybe we can run that through '02 and up to the present.

JB: The state revenues began as did the national revenues with the continuing decline of the dot.coms. One major corporate disaster after another. We saw in July '02 the fall '02 and winter '03 the President sat down with the Governors. We know you don't have any money. The state's in very tough times. We know that you have a long time to get??? as has Joe Swarts and ??? You know that we have continuing costs despite many efforts to reduce and conserve. We would agree, and I think the critical point was the President, we would agree to negotiate and hold to it, the state would agree to get level funding appropriations. Just roll what we had for FY '02 into FY '03. It took less than a month to negotiate that out. That was the biggest ??? to planning and being prepared for this year's budget reductions that anyone could have given us. Contrasted to this year when we're sitting here in June with no date set for conference.

SIDE 2 TAPE 1

RM: We were talking about the budget of 2003.

JB: As we went through the summer of '02 the state revenues continued to plummet.

Toward the end of his final term as Governor, Governor Engler had no choice but to give an executive order. At that time they took 1.5 %. An executive order is a one time

Interview with Dr. Judi Bailey

June 5, 2003

Interviewer: Dr. Russell Magnaghi

Marquette, MI

reduction. If they don't give it back when they do the next appropriation then it's permanent. That's what's happened here to balance the budget before he left. We were able to take that by using some vacancies and some cost savings. Then Governor Granholm was in office less than two weeks before she had to do another executive order. Hers was 2%. We had a total of 3.5 % executive orders. Then her budget proposed a 6.5% for a total of 10 over the '02 appropriation. To put that in perspective, that takes us back to our fiscal year '98 state appropriations. We lost every penny we gained, and we have 1500 more students for Fall '03. That's the impact. That's the bottom line impact. The Board was concerned with the rising costs of students, raising tuition. It was the lowest tuition increase in the state of \$330 or 6.1%. In order to be able to do that though, that's a huge amount of money. We could see it coming though. I established in December the Budget Alternatives Committee co-chaired by Mike and Fred and put senior administrators on it. There was a lot of grumbling that I didn't have students, faculty, clerical staff, one of everybody on it. But in the end it was difficult for those who knew the intricacies of every budget to get to actually making the cuts. We came out with it on March 27, the presentation of the recommendations. They are dramatic. They are absolutely dramatic. As you and others recall it was a very emotional time for Mike and Fred and I because we saw the elimination of things that are important to Northern and the Marquette community. We're still in the process of resolving some of those issues, but many have been put in place. It will affect a lot of families. Mike and Fred and I and some other faculty have contributed and set up an Emergence Assistance Fund to help with those who will be laid off and might be put into really dire straights. The total reduction came to 12.75 over two years. That wasn't enough. We were in the

Interview with Dr. Judi Bailey

June 5, 2003

Interviewer: Dr. Russell Magnaghi

Marquette, MI

first year, \$600,000 short. Thus the beginning of the tuition increase. There were no faculty eliminated, we even hired some faculty positions. We had gone through a freeze earlier. But we clearly don't have the full ??? that we were looking for. We merged departments and it was very difficult. One of the ways we're covering classes is we're having a reduction in release time for academic administrators so that they can teach an additional class. Whether that becomes permanent, I anticipate it will because I don't see...I see budgets improving gradually. But I don't see us getting this 10% that we lost back, or any university in the state, over the next 5 years. It could be 10 years before we see that return. And at the rate of inflation, it's not going to come back in real dollars. But the elimination and the mood in the state is that higher education costs have spun out of control. They far exceed the rate of inflation and there are lots of good reasons for that. And that we continue as universities not to look at significant changes in the way we do business the same thing. Say Michigan has an intent of the legislature that every student in the state would be funded at at least \$4,000 of state funding. We don't have a formula for that. Ours are funded well above that at Northern. You're going to see schools like Grand Valley and Saginaw, which were below before, see some relief way before you're going to see additional funds for Northern and Tech and some of the other schools. While it's not a formula, it clearly is going to drive some decisions and as we go into this budget year, the House came out with a 6.74. It's still a total of 10% reduction for all the schools with an add back of new money that they found somewhere of less than 1% to schools who were way below. The Senate just reported out yesterday. It is dramatically different from the House by putting huge amounts of money into Grand Valley and Saginaw which were way below the \$4,000 goal. It will be late August

Interview with Dr. Judi Bailey

June 5, 2003

Interviewer: Dr. Russell Magnaghi

Marquette, MI

resolving the budget issue. Eventually I don't think Northern will take any greater loss than the 10%. I don't think we're going to get anything extra because we're high. Our goal, our strategic position this year was that no school have to give up money or take a greater reduction so that another school could take a lesser reduction. So if you started out with the Governor's recommendation of 6.74 and the House came out with 6.74 and the Senate left it at 6.74 so that that was our goal, what we would have at Northern, not against adding new money to schools who's funding for students is below \$4,000, because that's a facetious argument, but don't take money from one school. Don't make one school that's over 4 take a 15% reduction so that those schools that are under...find money elsewhere. If they can then we're all happy. If they can't then it becomes very stressful. But right now it's not "take from" to "give to" it's looking for money. I think again we'll have another success here. But I think the issue here will be many years before those above the 4,000 get any funds. The state revenues aren't getting any better. The other concern is will we in September have to have another executive order to balance out this budget. The Governor can't close a budget that's not balanced.

RM: That will be into '04

JB: It will be into our '04 budget but the state's '03. But it makes for some challenging times. The principals were to protect the academic core and to look at areas where Northern is spending more money on average than other similar schools. When you look at the BAC recommendations, they were true to that. But that doesn't mean the community consternation is any less, particularly on Public Radio/TV and USOEC.

RM: How are they dealing with the cuts in terms, there is some talk about forming committees and raising outside funds.

Interview with Dr. Judi Bailey

June 5, 2003

Interviewer: Dr. Russell Magnaghi

Marquette, MI

JB: They would have to quadruple permanently their outside funds. So I'm not sure that that's going to...I don't know where it's going to end up. It's a work in process. Since May 12 I have not been doing any of the Presidential work for Northern. I'm on annual leave. However, there are many ways to provide access to Public Radio/TV without having it as it is today, it costs much less. The issue is how do you structure that community conversation so that the community understands where you end up.

RM: You'd mentioned this earlier, referred to fund raising. You were mentioning it when we were talking about Elwood. Do you want to add to that?

JB: I think we did good.

RM: Then you were talking about the Diversity Forum of 2001.

JB: We continued to struggle with the diversity of our student body and our faculty and staff. As we recruit more from out of state and out of the UP and give them the high school makeup, the high school population in the Upper Peninsula, we're not going to grow unless we become a mid-west regional school. That's why the vision I talked about, the university of choice in the mid-west, not university of choice for the Upper Peninsula or state. Our growth has really been Wisconsin and Illinois. Those students have a greater turnover rate because they're farther from home. They have less of a turnover rate than those Detroit students. Detroit is even further than Chicago. I really do believe that the Lake Shore mentality from Chicago north is more the cultural issues are more acclimated to the UP than southeast Michigan. The students have raised the issue as we increase diversity, many of them are not feeling welcome. We tried a series of forums and conversations with community leaders about how students and faculty are treated. Today we still see, and I've watched it so I know this isn't somebody's

Interview with Dr. Judi Bailey

June 5, 2003

Interviewer: Dr. Russell Magnaghi

Marquette, MI

imagination...people of color in particular and gay/lesbian students being treated differently than you and I are. The students, today's students ????. Unless we begin to be consistently pro-active and calling the negative behavior and working through it and letting people know it's not tolerated, then I don't see that we would be able to sustain our growth and diversity. We have inched up just a little bit in diversity.

RM: There were some items here, the Community Breakfast and Community Partnership...

JB: Those are things that Northern has tried to do to get it's message out in a variety of ways. To connect with parents and community leaders. Through them and legislators. The genesis of those were how do we get our message to legislators that we are a value added university without us providing the message. And how do we build an understanding about the costs of higher education and student choices. We started a series of email partnerships, we called it a Parent Partnership Network where every two weeks we send out emails. All of the parents that requested it, it's about 3,000-4,000 now, mostly parents of Freshmen and Sophomores, some have stayed in through the whole 4 years. It keeps them updated about what's happening on campus. What you learn is that students don't tell parents this. It's not a required function for Spring Break. No, you cannot move out of the dorm after the third week Freshman year. Just...if you don't like your roommate, that doesn't mean a call home is going to release you from your room contract. It means you need to work through your issues. It's also a way of saying to parents, exams are coming up, this is a time you might want to be a little more supportive of your son or daughter, mid-terms are this week. Check with their grades.

Interview with Dr. Judi Bailey

June 5, 2003

Interviewer: Dr. Russell Magnaghi

Marquette, MI

Registration is coming up, have you asked your son or daughter if they've registered for next semester. It gives the parent a heads up that here's a role they can play because today's young people, as independent as they are, are better connected with their parents than any generation, clearly since the '50s. Why? They all have a cell phone attached to their ear and a laptop attached to their hand. I'm serious. They call home. They email back and forth to their parents. They call on those cell phones because you have nationwide dialing. I talk to my own niece and nephew and have connected with them their entire college years. That doesn't mean they go home. It's just a constant...AOL instant messaging at night with Mom and Dad while you're doing everything else. There is a connectivity and parents really like having the email involvement. The community connection grew out of Parent Partnership. In each of those bi-weekly documents for the parents and monthly for the Marquette community, we talk about some of the issues facing us with the legislature so that parents are conversant with their local legislator about what's happening with higher ed as is the Marquette community. It's a great tool. It's won several awards. The Parent Partnership did with communications groups. I know that our Interim President will be continuing it.

RM: Can you comment on...we can lead into TLC...

JB: We're using TLC. It's amazing how that transition has gone. It has changed the face of how we teach and learn at Northern. The dynamics of seeing, trying the preliminary in '99 and the full implementation in 2000 to this coming Fall, the nay-sayers were really the local UP families. One of the reasons we were able to attract the out-of-area students has been the TLC. They did see it as a communication tool. Parents would email, write, call, and say thank you, I had no idea what to do about the computing needs for my

Interview with Dr. Judi Bailey

June 5, 2003

Interviewer: Dr. Russell Magnaghi

Marquette, MI

student. Now that it is embedded literally in tuition and fees, it's not a separate fee, it's just kind of here is part of the culture. We were able, with some experience under our belt, to offer the Mac to the Art and Design students. Students will tell you that's not going so well because the Mac keeps breaking and Apple won't let us service it. The Mac has been a very unreliable product. It has to be sent out for servicing. The faculty, who want it desperately, keep saying it's fine. But we get a lot of student complaints. The student has a choice. Once you choose, it's a two year choice. That's the way the lease works.

RM: While we're talking about some of these partnerships, do you want to talk about the Shore Bank Partnership?

JB: We had a great partnership with Shore Bank. It came about through interests in Northern Initiatives and economic development in the UP. Shore Banks recently celebrated it's 25th year. Probably on it's 30th now because the 25th was just after I came here. Northern Initiatives has really matured into a fairly stable organization. The relationship has been important because it gives us a broader view and is supportive with our Chicago, Detroit, and north connections. It's been one of those really good public/private partnerships. I think the other one has been the partnership we have with the hospital. Marquette General Health Systems as it's now known...has been an outstanding partner. I and previous presidents who've served with the Board. To me that's been a phenomenally important learning experience.

RM: While we're talking about community service, do you want to go into any detail with your involvement in community service and political action activities?

Interview with Dr. Judi Bailey

June 5, 2003

Interviewer: Dr. Russell Magnaghi

Marquette, MI

JB: I think that the opportunity that the President has, apart from others, is to take the leadership role in the university's interaction with economic development and community issues and say, serving on the Lake Superior Community Partnership Board and leadership team as co-chair, the ambassadors econ club, the hospital board, and other entities, is, in a region the size of the Upper Peninsula, Northern is the third largest employer. We can't lose sight of that. While we have responsibilities, predominantly, primarily, first and foremost to our students, faculty, and staff, we clearly have some...if the region's not healthy we're not healthy. And if we're not healthy then the region's not healthy. So our future's ????. It's important that Northern stepped forward when the mines were threatened and take a stand on that. It's important that we partnered all of our resources during the recent flood. We look at downtown development. And that as we expand and as the hospital expands, that the campus and hospital butt up against each other, we do so with some understanding of the impact on the total city. Those have been special pieces of the presidency here at Northern. They come with any presidency. Moving in to Western people are already planning, are you going to do this or that board, whatever. You can truly get called up. I've been blessed that Bren is interested in doing some other boards. The chair of the Symphony, the Hospice Board, we've been able as a unit to reach out to a lot more than just one of us trying to do that. One of the things that I think universities are faced with now, they've begun to build more intensely. With the implementation of TLC and the one time significant increase in tuition, we really had to do a lot more legislative work than in the past. We need to get, and that's why the community connection and hosting various politicians in the community is so important, we need to get this community understanding what the legislative issues are for Northern

Interview with Dr. Judi Bailey

June 5, 2003

Interviewer: Dr. Russell Magnaghi

Marquette, MI

so they can speak rather than just sit back saying well that university is sitting over there just spending money right and left and raising tuition and not paying attention to the world. That is not the case. That need to have people on board, regardless of party affiliation, and you work both sides very hard, and you need friends on both sides. It's a responsibility. People say they don't like the political issues and listening to candidates. It's not an option. For the schools that do well with making their case and not being pounded in by the legislature, they've spent time with those legislators. We've been well represented by David Haynes in PAA. But more and more we've begun to do the legislative visits on campus. We are not an hour's drive from Lansing. For them to envision what some of the issues our students have and the successes we've had, they need to see it. We've partnered with the public school system. We do a lot of stuff with the hospital to get legislators up. And we've expanded our federal relations. That's been helpful in getting some federal grants and contracts.

RM: You had mentioned one of the things, the consolidation of the Alumni Office.

JB: As part of the BAC report, we looked at, in '98 I presented a recommendation to the Board and we went from 5 divisions to 3 and 2 VPs. We've done that level. We can't very well do that again. As Mike said, if you want to be 2 VPs fewer that's fine, but somebody's got to do the work. Looking at departmental mergers and the finance and administration division did some merging responsibilities. With the loss of Roy Ravon a few years ago, and frankly, not seeing a good pool of executive directors for development at less than \$120 K plus the cost of the search, right now we just didn't have that. That's just the start.

TAPE 2

Interview with Dr. Judi Bailey

June 5, 2003

Interviewer: Dr. Russell Magnaghi

Marquette, MI

JB: We've merged the administrative functions of the Alumni and Development Fund

Boards. We've done that and we still have special attention given to each Board and

each unit. What we've tried to do is make organization seamless.

RM: So far that's working out.

JB: That's just starting. I think it will work out.

RM: Then we had the controversy over the football coach.

JB: Well it wasn't a controversy for us, it was a controversy made by some people. One

of the things that happens at any university for the President is you make some difficult

personnel decisions. Many of those decisions are made with the legal caveat that you

won't share. You wonder if that's wise actually. It does protect the individual leaving.

But it was one of those debates...it occurred 18 months, January of 2002. We've already

had another very successful football season under another successful coach. Coaches

come and go. Coaches are very visible in the community. My statement is that I could

remove 2 deans and a provost and not get as much attention as a coach for any sport.

That's really unfortunate. The flip side of that is that the university is responsible for

consistent student-coach interaction on and off the field, in and out of the locker room.

And we expect the highest standards. At Northern it hasn't been about win/loss, it's been

about behavior. I would do what I did again. We did the agreement not to be public

about the details for the protection of the students. So, I just regret that. The point is that

it's unfortunate that while there are more important things this world needs to deal with

and that everyone except the few in the community have moved on, we should all move

on.

1. We're the only institution operating with only 2 VPs. We're one of the few operating

Interview with Dr. Judi Bailey

June 5, 2003

Interviewer: Dr. Russell Magnaghi

Marquette, MI

RM: And then the other controversial thing, it actually happened many years ago, the salary controversy.

JB: One of the things the President Vandament did, with well intentions, turned out to be not good for the institution was either refusing, or giving back salary increases. What that did is put Northern out of range of other institutions of similar size for Presidential salaries. When I came they raised it from where Bill had left to \$150. I actually do not recall. And as other less experienced presidents were hired, Northern felt they were behind. The Board decided to deal with it head on. You can debate whether to do it multiple years or one year. With my taking another position, the issue now is what is the cost for the Presidents here at Northern. It has nothing to do with Judi. We know what the cost of the presidency is for other schools. The cost of the presidency at Northern is not the same as the cost of the presidency at Lake State, not the same as U of M. But it's somewhere in between. With 6 years of experience, even after the adjustment I went through as Northern's president. One of the issues is it's a high risk job. It's a 24/7 position, and the public may or may not agree with the salaries, but when you look around the nation, Michigan's presidential salaries are about average. So it's too bad that the focus is on, that it became so personalized. The issue really is what is the value of the leadership talent that an institution requires. There should be a sense of what that set value is. Then you hire a person who has the skills of that value. Just ask the faculty what the minimum for a full professor is. We have probably the leanest senior administratorship of the institution. If you look at it on the per student basis I think we're number two. If you look at it from a head count basis of administrators, we are number 1. We're the only institution operating with only 2 VPs. We're one of the few operating

Interview with Dr. Judi Bailey

June 5, 2003

Interviewer: Dr. Russell Magnaghi

Marquette, MI

with 4 Deans. So we have really made some savings. But each of those individuals has a market value. The location of being in the Upper Peninsula is not a determination of their market value. So I think that, I'm hoping that as I leave, and whether I leave today or 5 years from now, it's important that the university determine what the value is. The value is different if you bring in another provost or VP. That's not a president. You're probably in the \$200 range, as opposed to going to a position with experience. I'm hoping that it doesn't become a controversy that stays with every president.

RM: We're getting close to the end. Can you tell us a little about how you got your new job? I guess you didn't apply for it.

JB: It could be looked at as amusing. I knew Ellison well. I knew he was considering Missouri because he had talked to some of us in confidence about trying to decide whether or not to leave. Clearly President ??? had lots of skills and system leadership. He was a natural fit for Missouri. He announced in October that he'd be leaving in December. It was around the time that the Board was here. Several board members said...are you interested in it? I said I'm really not thinking about it. The job description came out. You get a call from the headhunter. I'm not sure I'm the right fit because it's been a long time since I done the research university. And I was never president of one. Western's a big school. I had this person say would I be interested. I really didn't want to get into a search where I wasn't sure I would be a final candidate. No search can guarantee that. Finally there were enough calls back and forth where I said to the consultant, to be honest I don't have time to write some fancy letter. I can barely get done what I have. But if you want to take my vita and see if they are interested in the types of combination skills. If they are, you can give it to them for reading. With all

Interview with Dr. Judi Bailey

June 5, 2003

Interviewer: Dr. Russell Magnaghi

Marquette, MI

these phone calls coming, I was a little more intrigued every time. It is a great school. I didn't hear anything for a while so I thought I'll just go about my business. Then a phone call came that they were interested in inviting me for a search process and I would be quoted in the media as I would never get into the search process because there's too much to lose if you don't get the job and there's too much turmoil particularly during these budget times that if people think you're leaving then you can't get the agenda done because they're speculating that the Queen will be gone. They said will I come for an interview. They assured me of the setup that it could be done in a private way. I was one of 12. Then they called and said they wanted to check some references and they were down to 6. So I gave them some names. Then they called and said I was one of 3. I said really! I thought the first interview went well. Sometimes you go out from a speech or legislative testimony and say Yes. I thought it went very well. So when I got invited to go to the final 3 I felt at that time I needed to tell the Board. I don't think it's appropriate for you to get to the final 3 and come out the other end with a job offer and have the board go over. There was a lot of consternation about a possible change in my position. What I told them was I'm going, they were interviewing everybody on April 25. I'm in the final 3. I don't know who the other candidates are. I'm not going to ask because I spent a lot of time to have no one find out I was a candidate so I wasn't going to try to figure out who the others were. To this day I don't know who they were. Right now I have 1/3 chance being considered. That was at the end of April. I had asked...they said they would make a decision in a very timely fashion. I told them I have a Board meeting and I told my Board. I need to know before my Board sits down to meet. To have them leave campus and then have to come back the day after is not going to happen. They

Interview with Dr. Judi Bailey

June 5, 2003

Interviewer: Dr. Russell Magnaghi

Marquette, MI

called back and offered me the position. It was a tremendous offer and a great opportunity and there was a lot that we had accomplished over the past 6 years as a team and there's a lot of potential to accomplish even more at Northern. But there's also great excitement over the opportunity to lead a different institution. Today when we go to the reception it's going to be very difficult. It's all about Northern's people. It's not about bricks and mortar, although bricks and mortar are a subject. It's not about salary. It's not about decisions about who comes and goes. It's about the people and how they work together and believe in the institution. Just as Harden and Waldo...there's some really interesting coincidences here. Waldo was here and then went to Western. At the time I came both schools were celebrating the Centennial. The events are already planned so you can just drop the inaugural in that event. It works really nicely. I'm not one that likes to wait a year to be inaugurated. It's kind of anti-climactic after that. There are some coincidences. But it also is peopled with good people and lots of interesting students and faces. At a different scale and different ways, some of the same challenges Northern faces. What I think I really bring to the table is legislative experience and understanding the role of economic development. They just lost Phizer. Phizer is to Kalamazoo what the mines and hospital combined are for us. They're losing about 1000 jobs. It's a wonderful opportunity to look at the last 7 years of my career in a different way and to have led some very interesting and wonderful institutions. Really, some people say why would you stay in the state of Michigan. The answer is there's no better state to be a president than the state of Michigan. Every state has ??? and governors that are more or less supportive. Every state is going to have tax referendums. There's not a school that's not concerned about facilities, recruitment, retention, academic quality, all

Interview with Dr. Judi Bailey

June 5, 2003

Interviewer: Dr. Russell Magnaghi

Marquette, MI

of it, and being a community leader, all those issues. The single issue that separates

Michigan is the economy. It is something that...it's a reason good schools can attract good candidates. I'm sure that everyone in the pool is highly qualified.

RM: Do you have some final statement about Northern?

JB: I think Northern's future is bright. I know people say that's ridiculous during this budget doldrums. We're fighting for our everyday financial lives. But so is every other school. Northern is peopled by individuals who want to be here, who care passionately about going beyond. Look at you Russ. Everything that you and Diane do, and you are typical of above average. There are many people just like that. You look at Joe, every once in a while you see that Joe did something outside of any requirement. Jackie Snyder or Fred, or Brian Cherry. All the people that sit in the basement of Cohodas and the LRC. Behind the scenes making TLC or the advisors that work with the residents. Every one of them is concerned about people. That will make Northern strong today, tomorrow, and 100 years from now. It has been my goal during my presidency to ensure that not 2-3 years from now, but 100 years from now, Northern will be here for the people of the Upper Peninsula, the state of Michigan, and the people of the mid-west. I think that just as those who preceded me and those who follow take that long range view, it's hard day to day for students, faculty, and staff, and administrators to take that long range view. You do get ground up with the daily stuff. In measuring the decisions, you check it against what's good for the university, the institution, and remembering that individually and collectively we make up the institution, but none of us are singly the institution. I think we've made a quantum leap with national recognition and student quality, and we can fish the student quality issue further. With that comes more national

Interview with Dr. Judi Bailey

June 5, 2003

Interviewer: Dr. Russell Magnaghi

Marquette, MI

recognition. I know I'm repeating myself, it's been a privilege, a pleasure, a challenge.

Like I said to Mike, I'm going to miss seeing Hedgecock and the Art and Design campus renovations. While students say I never got to meet you, it's hard to meet all 9,000, but those I met...and I'm going to miss the friendliness of the community. The community is wonderful. And yet I'm really looking forward to the next chapter. As I've been very open about, I'll be 57 in August. I don't know that presidents stay 15-20 years anymore. If I make a change it will be between now and 60. While I wasn't looking this one popped along at the right time. Waldo to Bailey, 100 years apart. Thank you.

RM: Thank you.