

Interview with Andrew Wasilewski
Marquette, MI
July 28, 2009

START OF INTERVIEW

MAGNAGHI, RUSSELL M. (RMM): Okay what is your birthday?

WASILEWSKI, ANDREW (AW): 3/1/1945.

RMM: Now you were connected with northern most of your career. Could you tell us a little about your, first about your background, are you from Marquette or the U.P.? Where were you from and how did you get here?

AW: Right, it was interesting journey frankly. I grew up 8 miles north of Springfield Illinois. It was interesting because Springfield was 10 miles south of Contra. So it was 8 miles Contra but it was 10 miles to get to Springfield because in those days they measured town to town from the edge of one town to the center of the other. So our town was very little, maybe 150 people, basically coal miners and farm related stuff. My dad was a coal miner, my uncles on both sides of the family where coal miners, grandparents where coal miners. So it was coal miners entirely; pretty meager times. Actually when I grew up, we used to think that we were really poor but after years and years of education I came to realize we came from an underprivileged background, attended real schools and ate organic food. So it wasn't really that we were poor. So I went to Western Illinois, kind of had an opportunity for a baseball scholarship but I got in grade trouble. I was a math major. So I pulled in my reins on that to make it through my first year. Finding that math was probably not going to be my major so I switched to physics. So I got a major in physics and I had enough hours in math to have a major in math but I didn't take statistics with calculus base so I was nine quarter hours short of that major in math. I had physics and basically math. When I was a senior in college, I worked all through late grade school, high school, college, working weekends and everything else. My dad died when I was 14 and I was the last of 9 kids so it was pretty meager existence for some time. It was really our mom that kept us going, realizing goals, education, and I would add role models that kept us going. I had some pretty successful brothers and that was very helpful. So I went to Western, graduated in 67 and I had a grad assistantship, but I was married now and we had a child on the way, so a grad assistantship wasn't going to work. We managed to both get teaching jobs and we taught one year in northern Illinois at Lyndon in Prophetstown area. When I was a senior at Western that was the first time I'd ever heard of the Upper Peninsula. A friend of mine who was a hall director there, a gentleman was from Grimly. He was the dean of students at Bay de Noc. Ken (last name needed). He said, "Hey why don't you go look at Northern because they took on hall directors who were working on their Master's." That was a unique circumstance because in many places you had to have you masters working on your doctorate. Northern doesn't have a doctorate so working on your masters was the key here. I had worked at residence halls all four years at western and it really was my goal to become something in housing, director of housing at some point. So although I didn't get that job that first year Lu Miesque said he would prefer I would work on my masters and give him a call later. So I started at the University of Illinois on my masters of counseling, obviously a nice smooth transition from physics to counseling.

After picking up three courses I did call back to Lu and yes he was interested. The first time I ever came to the Upper Peninsula was in May of '68. When we passed Green Bay I thought, my god, where does this road end? So we got here and were interviewed and pretty quickly got a job offer as hall director of Van Antwerp hall. I came back August 18, 1968 and that was the first day of my contract and I thought I would be here for two or three years then be gone and there were a few times when I almost did leave to General Electric and Rost and Purina and University of New Hampshire. But in each case there was something that kept me here, finishing my masters, getting 15 year, getting ten years to be bested, 15 years my wife would be able to take advantage of retirement, there was always just one little thing. Then all of a sudden we realized why would we want to leave? This is just a wonderful place to be. Soon after we got here, it was realizing that we didn't have enough money to be going to other places. Here again people were coming to the UP so why shouldn't we see the UP. That became my second hobby, second to Lincoln. So studying the UP, the culture, the geography and the industries has been key to me. It's just a wonderful, wonderful place.

RMM: Just to go back to the beginnings, who were the first Wasilewskis to go to northern Illinois and get into mining?

AW: The furthest we know back is my dad's father. His name was Alexander Alowishus Wasilewski as was my dad's as was my brothers as was his sons as is his sons. So grandpa Wasilewski did come through Pennsylvania in some manner and he worked in the mines there as did my Golesky side and those were the first ones. One of my older brothers told me that grandpa Wasilewski was in the Prussian Army and after reading the book Poland by Michener I think that the dates follow along there, where in fact he could have been in the Prussian army under conscription and that he and some brothers planned to leave, to get out of Poland, under the darkness of night and he had to desert the army. No one has confirmed that story but grandpa signed his name with an x so we don't know which spelling on Wasilewski it actually is. That's all we know. Grandma very little, I know about her also. I know that grandpa had a sister who married a Slovak was the name. Another Pollock in Detroit and grandma had a sister and she married a Politski and they lived in Kenosha Wisconsin. They had two sons. These two sons ran a grocery store in Kenosha. Both were married but neither had kids, so that line ended. The Slovaks later, one of my uncles, one of my dad's brothers in fact got a job as them as a pharmacist. He didn't go to school for pharmacy but through his experience with the Slovaks he in fact was a registered pharmacist at some point. So that's that part.

RMM: But then your grandfather went down to the coal mines?

AW: Right, in Illinois. Grandpa Wasilewski worked in the coal mines. He died a young man. He was in an auto accident in a small town. Driving a car, got injured, and died of pneumonia which resulted from that injury. I think there are 9, Stanley, Ben, my dad, Anne Francis, the only girl of their family, Tony, Joe, John, Bill, and Paul. So there were 8 boys, one girl. So dad had 7 brothers and 1 sister. Joe was not, most of them were miners. Uncle Johnny went to college. He was the first, the only one of that generation that did go to college. He was at college at Eureka with Ronald Regan and was friends with Ronald Regan for a lifetime. John died somewhat young but he was good friends with Ronald Regan. At one of our family reunions Regan did send a message through our brother Vince, who was a Washington D.C. guy, and just talking about Johnny being a great basketball player and wishing us well. Johnny was a great basketball player. Our school was 150 kids, all the way from the 20's to the 80's with the moving of Springfield. So our team took 2nd place against all the big schools and Johnny was on that team and when he was playing ball at Eureka he was called to Chicago and he modeled for a figurine. That figurine is on the Illinois state basketball trophy to this day. Then he played pro ball. He was pro ball

before the NBA. He was on the Springfield Empires. There were other teams like the Caterpillars; it was kind of an Illinois team. Actually, then Uncle Stanley was a professional baseball player in the three I's or triple I's. It was Indiana, Illinois, and Iowa which was basically the miners at that time. He was great. Then my dad was a professional fighter when he was young and in the coal mines. He left grade school at age 12 in 6th grade. My mom left grade school at 6th grade and then they went to work full time. My dad driving a mule at age 16 in the coal mines and from that time forward he was pretty much a union boss and some other things. They lived some pretty rugged lives, not a lot horseplay when you were around dad that's for sure.

RMM: So you came to northern and your first position was?

AW: Hall director at Van Antwerp hall. I got here in August. There were a stack of applications like this that had to be signed and at the time there were 12 residence halls and there was 4,200 or 4,300 living on campus compared to 2,000, 2,100, 2,200 – living on campus today. Every room was tripled except certain hall directors who were smart enough to fake it. They would split floor plans with fake names and stuff. So those were the senior hall directors, so the rookies got stuck with every room. This was like a socio-economic mess. I actually then did a research project in my graduate paper, I misplaced copies of that, but I did research papers, two of them for my thesis. Is that what you do in a master? On what is the impact of grades on 3 person rooms versus the 2 person rooms? In doing research I found that, a gentleman, I think his name was Gary Hopkins at Western Illinois who I knew, he was a hall director when I was a resident assistant at Western. He had done the same thing at Western. His findings were that there was not a significant difference and that was the same result that I came up with. I know Dr. Kaber was very disappointed. He wanted this to document the horrors of the 3 person rooms and it didn't do it. If I had had a little more, being a physics major, sociology was always kind of like a hobby to work on, but if someone else had had some background in the housing that was in that field. I always felt there was something they could do from the sociological perspective but I don't know. So I was a hall director for one year then I was hired to be assistant director of housing. How did that work out? Lu Mieski left soon after I came, maybe November and went to the intermediate school district which he retired. Jack Kuncle assistant director took over as active director and housing was just a lot of troubles with discipline and 3 person rooms. There was a lot of racial strife between job core and the air base, and the connections they were trying to make. There was just the mix of different people and different interests at that time. There was a lot of discipline for the next 4-5 years. So Jack got out of there really quickly. Carl Furly came along, Carl hired me. So I became assistant director to housing and I was one of the biggest, the bulk of my job was involved in administering the off-campus housing policy and it was just a mess because you had to live on campus unless you were a veteran of two years. I got calls from senators; my brother in DC called because there was a senator's son was at school here. There was so much, it was just a mess. So as we eased up on that policy and closed down some of the residence halls and were able to get our cost a little more in control, we were able to relieve some of that pressure. It was interesting because between '68-'81 there was such a decline in occupancy, I don't know if that was just enrollment or just occupancy but then right away we were preparing to close two halls in quad two or in quad one? There was quite a difference of opinion on that. I did retain my paper urging that we keep quad 2 open because it was newer and in better shape and that we would close Gant and Spalding halls because they were clearly on the outside and use the quad two dining rooms which was always used for the larger dining events anyways. But it went the other way; I guess I'd almost have to back up. In '73 Lo Kaber rearranged things. It was no longer merely housing, he introduced the concept of residence hall life or residence life program. That was the origination of that. At that time I became assistant to the dean of students and moved away from the housing area but I was now involved in leadership training for resident assistants, hall directors and

student leadership training was the initiation of that. Over time that took different facets and so forth but eventually developed into this very fine center...which I'm not trying to accept any credit for here. But we did do a great deal of training with resident assistance and hall directors and student leaders. SO at some point when again economically, it was always cut backs as it seems to continue today. There was reorganization and I became assistant dean of students and I was in charge of the residence hall program in quad 2 and also the discipline for that. Then I also advised all student university judiciary at that time. Then Ron Stump was assistant dean in Quad 1 and he worked with programming and I work with the leadership elements. Jean Car was in the University Center. I remember Clarence Larsen who worked in the business office and he's said he knew, all the way back from NASA. We have pictures of him on campus; he was with the atomic energy commission.

RMM: Seaborg.

AW: Seaborg. Clarence Larson said he knew Seaborg as a young man. When Seaborg move away it was like gosh he could never quite find the same kind of friend like he had in Glen Seaborg because he was such a dynamic, challenging person. In some ways I compare that to working with Ron Stump and Bob Moss. Both of them where vice presidents at some point. I retired as associate vice president. We were all young and Alan Niemi used to refer to us as his three young tigers. Working with them, they were so challenging and so dynamic, but then sometimes some of the others you worked with weren't quite as challenging or exciting. I always remember Clarence Larson's conversation when I think back on that. So I became assistant dean of Students at that point but more and more I was feeling the interest in management and facilitates and the services side of it. When an opening came up in '76 I applied for the assistant director of auxiliary services. I got that position. So I'd had had now 7 years of working in the dean of students area and programming then at that point I moved into the management element and it was working under the vice president for business. That was Shaw. Now I was in charge of the university apartments and quad two's dinning service and housing maintenance facilities, the custodial and renovation kinds of things. We also had a shop, carpet shop, draperies, locksmith, so I really did find that very interesting. Some things kind of came and went there but it was kind of like moved from student life to business, then back to student life, then back to business. I think I made that switch two or three times.

RMM: Just to go back a bit in the 70's they used to talk about, as faculty we would hear these stories, about the fear of a snow day and what this would mean to the dorm rooms in terms of damage. That people were locked up in their rooms. I think even at that time they opened up, now I think there are liability concerns, but they opened up the athletic facilities, the libraries, anything to get the students out of the dorm rooms. There were stories that I would hear that students would go berserk in the room and piss through the wall and whatever.

AW: I don't know that it was so much a problem of a snow day.

RMM: It just happened anyways.

AW: Yeah, a wreck could happen anytime during some of those years but...

RMM: Now did that tend to subside?

AW: Yeah it did. As the number of students per room decreased, as the number of students in a residence hall decreased, as some of the policies relaxed like back in '76 I was working with this

gentleman by the name Dan Kayhill who was also a very forward thinking person. So I was in management and he was in residence life but we created a loft policy so that students could build a loft in there. Well that was unheard of. I think it was one of the first in the country actually. We also had a no smoking floor and again the students who were at that point, wanted to be in a non-smoking environment, they could live on the 3rd floor of Van Antwerp. We also developed a residence hall hallway paint policy so the students living there could paint the hallways. That was to our advantage because they could do it much cheaper than we could and it was to Dan's advantage because it gave the students the possibility to be involved, through some of those things that kind of did come along. There was a great deal of discipline issues early on as I mentioned, but as we put together people who had a little more vision as to how to handle these things and as Northern picked up its academic standards. What takes place in the classroom effects what happens in the residence halls? The other thing was the food, when I got here the students would walk down what you called a T line. So you'd come in, it was just a T, you take a right or you take a left. You got what was given to you. Here is your milk, here's your meat, here's your bread. If you had enough nerve you could go asks the grumpy people could I please have another piece of meat. Where we've gone since then to this very modern system...again that's where Dick Whitman came in and introduced a lot more civility, creativity, and modernized the kitchens a lot more. So that took us to a certain point, then we took the next big jump, and now here we are today. All of those things I think worked kind of together. Another side of that snow policy Russ that I find to be an interesting story, every year there was a conference of all of the auxiliary people, the housing, food service, and maintenance. We would get together at different campuses. It rotated. There were 14 different campuses at the time if you add them all up if you include Dearborn and Flint, I think. So the format was you submit 3 questions in housing, dinning, and maintenance. Everyone does that, then you answer all the questions. So you ended up with a great big book that was pretty informative. Then we would just sit around a round table with the housing people or the dining and just discuss things. Well one of the questions was how do you ensure that staff are available on these nasty blizzard days to feed students which you have to do. Central Michigan had an elaborate plan and Eastern Michigan, they would drive people home and they'd pick them up and they'd bring out the National Guard if they had to. All this stuff. Every one of these 11 schools had these elaborate plans and they asked Lake Superior State, what's your plan? We don't have any plan, they come to work, they go home. If they can't go home they stay somewhere but they come back and eat. Michigan Tech what's your plan? We don't have any plan. Northern what's your plan? We don't have any plan. So all the school below the bridge have these elaborate plans and none of the UP schools had such a plan. The staff was always so good at coming in and being available. Now today yes, with Ken Godfrey and this has been going on for some time, the gymnasium was open, the library is open. So it really did help in that regard.

RMM: So that brings us up to, we missed some time, to the 90's when you did some renovation to the University Center. That was kind of a major milestone.

AW: It was. Russ, see the University Center even to this day is kind of like a blessing and an albatross. It doesn't have proper funding. Back when it was built there was a document that I had, I've never been able to find that reference again, but there was \$220,000 allocated to the University Center operation back in 1974 or '75. That was to provide funding for the operation. I did CPI things, consumer price index, I brought that forward, what does \$220,000 mean up to like the year 2000 and that would have been like \$700,000 the last time I did that comparison. If the University Center had that \$700,000 it would be a lot more active and more things would have taken place but at some point it became frozen at \$220,000 for a long time. It got raised a few times and then along came the technology fee and all the fees got clumped together and it just got lost. So on one hand it's a great facility for certain things, a

University Center, the professional people in that field say, you want to be by the athletic area which it was, Hedgecock, and the Library, which it was, the Olson Library. That was Ideal and then the residence halls where built around it. It was a perfectly contained environment for that purpose. Then they built quad one way over here, then quad 2 way over there, then they built the Jacobetti center way out there then they moved the library. Then they shut down Hedgecock. So whatever the model was, it was distorted at that point, so the University center struggled. It was really a question of, should we, should we not renovate the University Center or should we build new? The ideal would have been build new in the academic mall and turn this into some other use. But it was always a question of money. If you were to build new you'd have to have probably a student fee to pay for it and then how would the University Center operate and where would it get its money. There was even consideration of tearing it down but thinking politically it would never go. It came to the point where the University Center was mechanically unsound. The Great Lakes rooms, we didn't know if the air conditioning was going to go out. Of course it needed to be updated. Truly it was built in four sections, but most think, and it practical sense it was built in three sections. There was the original wing where the Greece hall dining service is, that's where student activities was at one point, down in that wing. It was kind of self-contained. Then came the explorer wing with the bowling alley and the games room and that was wonderful, third came the great lakes rooms with the major conference areas and offices, but those weren't connected. They were connected in the physical sense but not in the practical sense. So one of the big tasks, not only was the AC and the ventilation and heating systems need to be replace, and that was extremely expensive, but there was also an interest in tying the building all together and that's why the atrium was built like that, with the hole in the floor. So it was a very expensive project but most of that money truly went to the mechanical and electrical systems.

RMM: What was the process, that major renovation of the University Center, did that start in the Vandament or did that start earlier?

AW: No it really started in '87 when there was a significant reorganization, several of us where without jobs. We had to compete for jobs. Sandra Michel got dean of students, I got director of university center, director of activities, Dick Whitman dinning, Carl Holm housing. It was at that point that Karen asked that I put together a plan and start moving that thing forward. So I did. That's when I was appointed the director of the university center. Something I did through summers was visiting other campuses look at their university center and takes notes and makes contacts. So that's kind of when the whole thing started, I put together a program statement. Karen was very good about providing the support. Karen is always very good about seeing over the horizon. We put together a committee in 1987-'88 and that's when we came up with some ideas like to renovate the university center, the walkways between buildings. That was key to that plan. Then the renovation of the university center was another part of that. For several years at Gwinn, we did hire architects at the time. When the numbers came out there just wasn't an appetite for funding yet and it died away. Then in 1990-'91 a few years later I was asked to pick the pieces up and start all over again and this time we had a very broad base committee of faculty, staff, students, and both the business as well as the program people and managed to get another plan on board and hired architects and where able to move forward. We borrowed the money and had a plan for paying it back.

RMM: Do you remember the trouble we had in May of 1970 with the Kent State shootings then there was Jackson State. Do you remember? Could you tell us a little bit?

AW: There were several problems. There was a sit in at the Pan-American game and protest.

RMM: That was in '69?

AW: Yeah, then in that spring, there had been, and again it kind of went back to some of the tightness of the regulations and so forth. It's kind of a funny thing. Charles Griffith was the gentleman's name. He was an African American student, black student at the time; he turned out to be very successful by the way. I would say he probably had a young lady in his room and so he was charged with that and found guilty by the all university judiciary but it was, the claim was made by more than one party that this was just a racist thing and so forth. So the PO came about and Ron Stump and I went up to a meeting in the student affairs office and bright and early that morning a group of black students had taken up a residence in the office, sitting on the floor and being there all day. In retrospect, we've looked back more than once and said at the end of that day we should have cleared the office. Right then we should have cleared the office. They were there proclaiming that they wanted to make sure their concerns were going to be heard, in the appeal that went to the all university judiciary, and that hearing went on very late at night. In the mean time when we didn't clear the office, there were some rowdies within their, and of course this gentlemen found not guilty, but if you had ever talked to Al Niemi, he was contained. Not kidnapped because he wasn't taken anywhere but contained as in not allowed to leave. When he tried to get up to go, one of those present had a 2x4 and slammed it down on table and said, "I don't think you want to go anywhere Dr. Niemi." So he stayed. In the meantime, in the university center in the old factory lounge where the business office now has that economic center, that stock market thing. That's where there was a faculty lounge. That area is where the appeal hearing was being heard. In the meantime there was obviously concern for Dr. Niemi and contact had now been made with the city police. I can only say this from hear-say now Russ because I understood that the city police were ready to come in and start taking over but about that same time the hearing broke up. Charles was found not guilty and that was turned over. He was allowed to not, whatever discipline had been issued and this dissipated in Alan Niemi's office. I don't know if that was the event you are thinking of or if there are others. With the Kin State then there was trouble around campus, we were, Kent State and Jackson, we were out on campus at night time on these issues as Bob Moss, Norm Hephki, Lo Kay, Ron Stump, John Gardener, some of the others.

RMM: With that one I was new here, it was my second semester. I remember they called the faculty and said could you help just be in the dorm lobby area to just answer questions etc. At that time students could keep their hunting rifles in the room and allegedly someone fired a shot at some black students going across campus. So things...

AW: They were building.

RMM: But it really went back to the earlier Pan-American games in December?

AW: I think so Russ, but there was tension before that with the job core. Those young ladies where trying to take advantage of the University Center and of course they were coming from the inner city and they had a different value structure, they had their way of doing things and that was certainly different than many of the kids from the UP. There were those conflicts all along, then you mix in not just the black air force guys but the whites as well. They were all interested in the women. Here they were second to two in the air force base being stuck at Sawyer air force base. That was always an issue. Then the Brat House was a bar across the street. The drinking age in those days was 18 and so people had alcohol in their room, a lot of drinking. Drugs were an issue. So all this stuff was there, then on the national scene of course the unrest with the Vietnam War, the protest all over, the National Guard being right close to campus, that was part of the issue. It was just a cauldron of issues, it really was.

RMM: You sort of don't think of it in that sense and I think about just parts of it then you bring this larger view. The Brat house was where?

AW: It was where the fitness center is now, right next to the right place. That was the Brat House.

RMM: Before the Alibi?

AW: Right I think it was before the Alibi. I think it opened as the Brat House then became the Alibi but they were basically one in the same.

RMM: What was it, a bar?

AW: Huge bar, the whole thing was a bar. There was a bar on the east and there was an elevated area on the west end. So there were two large areas for drinking, it was just a huge bar, dancing, and...

RMM: Brats?

AW: Yeah, young people, beer, men, women, dancing, nighttime, lots of fights lots of trouble and of course that spilled over into the residence halls across the way. A lot of the kids who got in circumstances there would all come back to the residence halls too.

RMM: Oh my word, so the way things are today, it's a whole different world.

AW: Oh absolutely, with less students and the academic standards that are here, and the academic goals that these students have today, it's just totally different. There was a, I don't think you would see it now but there was a pathway from Meyland Hall right across to the Brat House or the Alibi. Students would come from quad 1 or 2 down that path. Then coming back drunk, they had to wait for someone to open the doors then they'd go in, holler, make all kinds of noise, going down the hallway, someone else steps out and says shut up, then you have a problem again.

RMM: Or someone that was having a problem at the Brat House or something coming back.

AW: Absolutely it was just a bubbly thing going on all the time.

RMM: was that about the time when there was a couple returning to the dorm then they go hit there on Tracy Street.

AW: That was actually on Presque Isle. No, no, you're right. Tracy Street.

RMM: They were going back to the dorms from the Alibi or something.

AW: They did get hit and killed.

RMM: Then you had the Norwegian football player.

AW: Kicker, he was killed coming out of the North End Saloon. The bars had, it was, Northern, the reputation was Northern was in Playboy for one of the top schools Lo Kayfer said that was never true,

but the bars had it coordinated for peanut night. Andy's and the North End and the Tip Top, the Shamrock now; and there were some other dives.

RMM: Then you had the Rino Run?

AW: Yeah of course. The age of drinking was 18, very few people of that age can handle that, the academic standards were much lower, the residence halls were crowded, the conflict with the Air Force men, the job core and that, the national scene, Vietnam, the national guard stuff, some of the tight discipline things, it was a challenge.

RMM: Just to reiterate, there were 3 in a room?

AW: Yeah.

RMM: I know the students would always complain in class and whatnot.

AW: And the food wasn't all that good.

RMM: You wonder how the students survived.

AW: As young administrators at that time it was like, the university doesn't know what's going on with all this stuff we're dealing with. It was always, "Gosh why can't we get a little more support on this stuff." It was challenging. We worked endless hours, 60 hours a week would not be unusual because we had meetings at night and still operate during the day.

RMM: it was like a no win situation there for you guys.

AW: It was. It was an uphill battle. It was keeping the lid on.

RMM: You wonder anybody who was a student at that time and graduated...

AW: Right, there was one, this kid was Finnish and he was a weight lifter and he had no mal-intent on this but he came back, I think he was a wrestler, and he came back from wrestling practice and as he came down the hallway, the door was open to the dining room but by the time he got there boom the door was closed because it was 6 o'clock. I want to divert here for a second. I remember reading at Berkley for the dining room sign said undergraduate feeding 4-6. Like if you go to a zoo, guerrilla feeding 4-6, undergraduate feeding 4-6 and that was sort of the outlook at the time because they were old army folks who ran a barracks and a PX. So the door gets slammed in this guy's face, I don't think he has any mal-intent, he knocks on the door, hey I just got to get in. Then the next thing you know, he busted the door right through the frame and buckled the whole latch, and he came in, I'm hungry and I want something to eat. Of course he was supposed to be disciplined, everything was just....

RMM: So you had a fellow who was sort of doing university business in training and here he is. [laughs]

AW: I remember the director of food services, I'm not giving names here, but he said, this was back when I was still in student life, he said, you know we're having some problems here. We need to make some adjustments because the students are coming back from intramurals and they're too late for

dinner. I said, "Wow that sounds great." He says, "So can you make sure those intramurals are done by 5:30 so they can get here by 6:00?" That was the adjustment we were going to make. Isn't life grand?

RMM: So it was almost, everybody was working not for the students, but you were working for your little neck of the woods thing.

AW: Russ, I remember one time when I was a hall director, there was this little snack bar the golden inn that was operating at the time. At thanksgiving I saw this thunderbird pull up there and I saw this gentleman loading stuff in the back end. So I thought well I'll go see what's going on here. I walked down there and it was turkeys. Because he went into make another run. So I went back to my room and called public safety. I said I think there is someone stealing food through the golden in there. He said is that a thunderbird car there? I said yeah it is. It's a '68 Thunderbird. Ah, that's okay. Then I realized it was the director of auxiliary services at the time and public safety knew exactly who it was and what he was doing. There were a lot of loose ships there.

RMM: So public safety was in on it?

AW: They weren't so much in on it as they weren't going to deal with it. My first weekend here I was telling you about these bogus floor plans, how some hall directors would have someone in there because they didn't want to have another student assigned to them. Well in the first weeks of school dining services didn't have a legitimate record of who was on contract and who wasn't. Nor did the university have a proper means to identify you from me and so we had a meeting the first weekend. It was absolutely required that all hall directors where there. So I was there but there were also three directors that were not there. The director of dining services is saying you've got this Mickey Mantle signing in here and he says he lives in 103 Van Antwerp but Mickey Mantle is not on your floor plan, nowhere is Mickey Mantle on your floor plan. I said Mickey Mantle is a star baseball player for the Yankees. Oh, well something's wrong here then. I said can I see the list? Well on the list it said Mickey Mantle and Mickey Mouse where both in the hall and it was my fault because I didn't have my floor plans straightened out because these people where coming in and saying they lived in 103 Van Antwerp. I always remember 103 because it happened to be a study room, not an actual student's room.

RMM: So it was sort of an empty lot.

AW: So when I say I had this interest in management, I knew there was a lot of work to be done when I finally got over in that area. It was pretty sad frankly.

RMM: So what sort of brought it under control?

AW: Lo Kayfer was huge to that thing. Alan Niemi was the first vice president and Alan had the ability to find good people and let them do their job, even though he was from the music background. He at least had, I shouldn't have said it like that. He had the ability to hire good people and let them do their job and provide support as best they could. So Lo Kayfer was huge. The counseling center under John Russel, they brought in some very good people. John Arthropolis, Les Rumaki, Bob Mars, John Russel, a couple of other gentleman came along. Art Walker and they were huge too because they helped establish some networks in communication. Just like you say with the faculty that would come out and try to give assistance, there where faculty like Jim Rasmusen who were very good at networking. There were others also that really helped us network. So that was a big part. Lo Kayfer and people like Lo, Ron Stump, Bob Moss, Karen Reese, Norm Hephki, we were able to work more and more, Lo was able to get

more and more influence over the management areas and some of the real deadwood was getting moved out. Lo was very supportive of me leaving student life and going into management. So over time there was this evolution of people who had some wisdom and insight, hardworking people, and you kind of get this mass and you get the momentum moving and things just kept growing in a positive manner.

RMM: Was this sort of part of the rapid growth of Northern back in the 60's?

AW: Yeah, this was at the end of it because Harden came in '57 and there were 700 students, he left in 66 and there were 7,000. This was really at the tail end of all of that. The mechanisms, the structures weren't really put in place for handling that growth. It was just build, build, build, without making sure that what you're building is actually better and that you're able to handle it. There is no doubt about it. It was the growth, the baby boom. Of course again the whole Vietnam thing was just so key to the whole, that's what the problem at Kent State and Jackson was.

RMM: So we just focused on things like the Pan-American game and the spring of '70, but what you're saying is it was a very complex situation, which would be different from my perspective.

AW: There were issues in the dining room, I could name 3-4 issues that took place. There were even issues with black students from Detroit and black students from Chicago in terms of who's the tougher of that crowd. In fact there is a very significant incident where some Detroit guys had gotten into it with one of the basketball players, I can't think of this guy's name now. He was a big scrapping guy. They came into Hunt hall with baseball bats and rapped on the door. Well the guy opened the door and someone took a swing at him with a ball bat, then he grabbed the bat and was on the offense instead of on the defense and one of those students ran down to Hunt-VA desk where a kid by the name of Matt Finch was working for me and he dove over the desk and said, help me, help me the guys going to kill me. Well Matt's scared right to death obviously. He managed to get the door closed shut and locked and called public safety and there was some criticism of public safety for not getting there but I remember the report showed that within three minutes they were there. It might have seemed like forever to somebody but the response was very good. That was another one. Public safety had also improved during this time. It had gone from these retired state police kind of folks, some good people but not what you need in the environment they were now working in. I think Ken Chant was a great help in bringing that along. I think on all avenues, Jamrich was also in the mean time working on improving the level of the factory and going through the terminal degrees and the expertise of that. McClellan, I mean that faculty member, the university was trying to buy homes in the area and he took it upon himself to make that a cause and again how that actually should impact students is pretty questionable. It was a deal between the university and homeowners; it's not that they were kicking anybody out. They were just acquiring them as they'd go but it turned into quite an issue. Augdon Johnson, he had been this interim. I think he came from Cleveland Cliffs. I'm sure he was an excellent manager/executive but he being the president of a university is one tough job.

RMM: But then in the midst of all this turmoil?

AW: Yes, in the midst of it. I think he left kind of shell shocked. From what I hear, I never did meet the gentleman.

RMM: Then he passed away?

AW: That I don't know Russ, but I'd heard from Lo that he was pretty well shell shocked after he got out of here. The trouble was brewing even then. The other thing is, when you talk about getting ready Russ for the, west hall was probably the last hall built. That was probably in 62-63, then all of a sudden there was Payne-Halverson or Gant-Spalding, two of them built in one year, two built the next year. Then Majors-Meyland where built in 65-66 they opened, 66-67, Hunt-VA opened. It went from these four small independent residence halls coming into the university center to just huge chunks of people.

RMM: Kind of a whole town. I mean if you look at it, there were several thousand people.

AW: There where even plans in the master plan to build even more residents halls out by where the parking lot is by plot 2 I think it is. Or over by the Soccer fields I'm not sure which. It was actually on the boards to do that, I remember us saying hold on here; we've just got way too much stress already. It's a good thing because it would have just been so over built.

RMM: So things sort of just...

AW: Improved.

RMM: In terms of, by the time, the 80's, 90's?

AW: 83-90 I would say things where really on the upscale there. Jim Appleberry did some good things in that regard because I mean at least he let us upgrade some of the room fixtures and these kinds of things; he kind of lives in that class. Vandament, I always saw him as the interim who kept things okay. I think it was Dr. Bayle who really set out to say we really want to improve the grade point and the academic standards and the ACT scores and that was just huge. Progress had been being made all along, then about the time Dr. Bayle was coming maybe even with Vandament who with some extent we had been to do some renovations of the dining rooms and we were improving the menus of that. Then of course the housing, Carl Holm and his folks, they were making continual improvements as well.

RMM: It sounds like it's a very complex problem that gets started and a very complex situation for him to bring some change about.

AW: Right, oh definitely.

RMM: Who got the idea to renovate the University Center when it went through that renovation in the late 90's? Where the staff pushing it or the president or was this part of this...

AW: There was this major reorganization in '87 Russ and I think Appleberry had that interest and indeed he did. He was talking about the commons this and the commons that and when it came down to it they took a vote and the students question was would you pay this much more money to build a new commons down in the academic mall. The answer was no.

[END SIDE A]

[START SIDE B]

RMM: Okay.

AW: So Danna Free was Vice President, Karen was associate Vice President and that's when I was given that kind of thing, let's see what we can do here to upscale the university center to make it more vibrant and to see what we can do. So that's when the campus commons committee was formed and then was still set aside, when I was looking at other universities, I was active in the professional association of college unions international. Just kind of acquiring more and more ideas and doing studies and taking some surveys and so I think at some point dr. Appleberry said let's just go with it and I'm trying to think now, Jamrich was here for 15 years so he came in 68, he left then in '83 and then Appleberry was here for...

RMM: '83-'91.

AW: Okay, then things were pretty well, I think headed out. It was in the planning stage.

RMM: Then Vandament initiated it but he was just here to see the plan unfold.

AW: Right.

RMM: At that point, let me think here. Well at some point there Mike Roy got on board with it, I mean he was a big help in terms of bringing out the financial elements and he and Karen did work pretty well together and I think that that was key at that point, because then Mike Roy came in about that time.

AW: Yeah I think so.

RMM: This was all part of – even the renovation of the university center was all part of this ongoing improvement of student affairs?

AW: Absolutely. Another thing, after we got the university center renovated, I think it was September of '74, Don Bottom was the speaker?

RMM: Yeah I set that up.

AW: I got a letter from him soon thereafter and I gave a photocopy of that to the archives and then I think it was the last letter that Don might have written but... So that was in '94. Soon thereafter of course we started talking, studying dining services and what could we do with that? Of course then in 2000 then I became responsible for dining services and I kind of set the task out for Dick Whitman that I wanted us to be the best dining services in the country. I didn't know that we'd ever be able to achieve that but I thought it was something we should be shooting for. So again we set that plan together and I didn't initiate the plan for the quad 1 dining room but I was part of the final planning and the implementation. I think it went well but we knew we needed to go a step further and that's when I ran across this consultant at St. Louis. We invited him up and he had done some studies and at that point it was us needing to upscale our menu, us needing to initiate different meal plans. We were on that ala cart plan at that point and that was really a problem for us because when you go in and buy a hamburger you expect... we needed money to cover not just the food but the dining room and the staffing and the utilities and the return to the university, which is the general fund to the university. By the time you build all that into the price of a hamburger it's a pretty expensive hamburger but... So you say it's a ten dollar hamburger, well students are willing to pay McDonalds pricing for a hamburger which was \$2.20. So we gave them all this money but they couldn't spend it so it was an issue where some other schools would just rake of the first 800 dollars, now you can have this ala-cart plan. Ours

was all out there expecting them to spend it but dining never packaged it in a way that it made sense to students. So it was really a continual source of discontent. So we did enter that period and when this consultant came along, Porter, he recommended the all you cared to eat. So we kind of went back to an old thing but now we opened it up to an expanded menu with various stations for pizza, for the Mongolian Grill, for deserts, for subs, many more varieties, and then we opened it up at 6:30 in the morning and kept it open till 9 with a snack bar until midnight and pizza deliveries. So through that means the complaints, I'm trying to think of whom, I think Vandament, I think that's when that happened under Vandament. He was getting all these complaints and then the next year they just dropped off to nothing. He said well whatever we were doing just keep it up because it's taking care of the complaints.

RMM: Then I think one time I was talking to Mike Roy and this was more recent, the last maybe two years. He was saying how he was concerned when he put up the apartments, the new apartments; how he was concerned with developing something that's going to attract kids from say the Chicago area. Where they going to want to come to the, you know, you're in competition with the food, with accommodations, today putting three people in a room would...

AW: Be a total disaster.

RMM: I mean they just wouldn't come. So it's been a whole change in the reality.

AW: I had the pleasure of working for Jamrich and hired under Johnson, then Jamrich, Appleberry, Vandament, Bayle, Mike Roy, and then Dr. Wong, so six. My friend Don Vahala always took pride that he knew the first six presidents and that ended at Jamrich and then I always kind of take pride that I knew him and then I knew these next six but so with each of these presidents there were different, from my perspective at different times of being young, green, wet behind the ears to a little more savvy as time went on but you see different strengths and weaknesses among that but the one that really I give a lot of credit to was Dr. Bayle for having the nerve to proceed with that computer technology thing Fred had largely spearheaded. For her to go ahead and say we're going to do it and then face the music down in Lansing with the tuition increase and so forth because that has clearly been critical to the success of the university. The other this was to set out a goal of target enrollment and saying where are we going to get our students? We aren't going to be this local university anymore, we're going to be a regional university attractive to the market and the market of course being that 60 miles strip from Chicago basically to Minneapolis-St. Paul and all along that line between the Illinois-Wisconsin and Minnesota border. That was huge because you bring students here, they can come to kind of an exotic place, pay no more than if they were going to a state school in Illinois or Wisconsin and as Mike was saying he wanted these apartment to be nice, he wanted our dining rooms to be nice, the student leadership programs, just so many things did come together to really make it an attractive university and it's...I think we've done such a good job, I think a measure of that is students from Marquette, we had five kids so I've heard kids from Marquette talk through the years, but students from Marquette no longer look at northern as kind of the extension of the high school or kind of a community college, or somewhere. Many of them think I'll go here for two years and it still makes sense. They might find that they really like it too. When my son who is now 28 started, that was the first year I think that all students got the computer and he and his buddies were so critical because they had to pay some money but later they kind of changed that, but by the time he came out he was a computer whiz as almost every one of our students are. They are actually further ahead than many students at other schools. He's making a living off of computers. That to me was just a huge step forward for us and I also think Dr. Wong did a great job in muscling through, well muscling wouldn't be in his nature, but facing

the muscle I guess in Lansing and being able to work his way through; the years on the President's Council was kind of an eye opener. I think they both did a wonderful job.

RMM: Okay is there anything I didn't ask you, something you want to include or...?

AW: I'd like to tell a story about don Bottom where he said enrollment was dropping down so bad lately he toured the UP and managed to have a real impact on enrolment because it had increased by one. But of course at the time, enrolment was dropping so much maybe he also stemmed the drop and added the one. Another thing that Don put a goal in my mind he said that he had traveled every state and federal highway beginning in the UP. I completed that about five years ago, that last stretch. I just always admired that man.

RMM: I have a question. We should have it on transcription. I did an interview with him there and that's where he set up that telephone conference. So we had an interview with him, you might be interested in taking a look at that. Just check with the archives and they'll get you a copy of that. I think it's in raw form it wasn't edited down. I wanted to ask with some of this development you might be in the position to comment on it; the walkways, the tunnels, the crossovers and so on, whose idea was that?

AW: I'm going to take a lot of credit for that one Russ because at the time that campus commons committee was established, you know what where we going to do with the university center and the campus commons, my friend, Dan Lewis, who was the manager of the Woolworth store in Marquette when it closed, he went to Minneapolis, he first went to Rice Lake then Minneapolis and he had the downtown Woolworth and we visited his store there and I was just amazed at how Minneapolis had taken all their storefronts from outside and basically had brought them to the inside and had done these walkways across here and there and so in one of those campus commons things I know I proposed it to Dave, the public administrations teacher, Carlson, he will take a lot of credit for it, as Mike Roy might, but I remember specifically coming back and saying this is something that could really make a difference to us because, you look at our environment very much the same as Minneapolis, this is what they've done, this is how they saved their downtown in essence by bringing those walkways inside, connecting these stores, not making them independent department stores, having these walkovers and so forth, and that's where that came out, that discussion we had in the superior room with that campus commons committees in '88 and those studies should be around here somewhere.

RMM: So it wasn't , because later on when they were implemented then people said that it was Vandament, well that he was for them as well, but that he was the one that came up with the idea and only somebody from California who didn't want to be in the snow would come up with walkways but that isn't. To me it was always kind of mythic, kind of a folktale out there, so it was really you and other people that had developed it?

AW: Right.

RMM: What has happened with that? It was going on and so on and now you don't hear of anything.

AW: Well, they've connected, let's see, I think they ran out of money, they found out how expensive it its. The first walkway was from Gries to the university center, that walkway and at campus commons it was clearly our hope that we would be able to connect the university center to the academic mall. Getting across 7th street was always the issue, there was the idea of a high rise parking element there

which would be kind of a natural connector, that always involved the city and the fire truck routes and blocking off a city street and the pass through so they can get to north market. So there were always those issues but that was always kind of a part of it, the thought of doing that. They went from the library over to the West Science and then west science to the Seaborg Center and to the instructional facility. You can't get to McClintock, you have to go outside. But then from McClintock you can get to Hedgecock then you have to go outside, then from Gries you can get to the university center. So I think they found out they just ran out of money on that stuff.

RMM: Because now they would almost have to go underground like on Center Street there?

AW: yeah unless they came back at some time with that parking ramp idea. It's always been kind of secretive; well let me choose my words. I have never been privy to much in the way of significant conversation about, with the hospital. From my point of view I think the hospital has always been, what's good for the hospital is good for the hospital. This whole area right here of the university is almost extraneous now. If there was a way to unload West, Gries, Spooner, Carey, Cohodas, and the University Center, there could be a real focus there and I almost think the hospital, I would be very surprised. I talked about connecting, made a proposal to connect the hospital to the university center and I have seen a drawing of that, now again who got credit for that I don't know but I know that that was an idea I threw out before I heard anyone else say that. Now with the hospital having some classroom space in the university center, clearly that's helped on that partnership but I can see the hospital sometimes, I mean they're land locked, where are they going to go? Isn't this a logical spot they are probably looking at? That's my guess. The hospital has talked about the need for, they've got the hotel down here, west hall is maybe another spot and there are other applications where that could come into play. I wouldn't be surprised on down the road some day when there's going to be some exchange of things here and so forth.

RMM: But like right now, after they did a lot of that renovation that was kind of the end, when they did that in '96 or so...

AW: They're out of money too.

RMM: No, no when they redid the pipeline and all of that, that was kind of the end, there hasn't been anything since.

AW: There was a major need for that pipeline replacement and so they put some of that above ground as opposed to burying it. Some of those walkways were beneficial to that.

RMM: Then a lot of the construction was going to his office and getting folder after folder.

AW: I mean almost every building on campus has been redone.

RMM: Well this one is, Cohodas is still in plans and I guess Jamrich, they want to renovate that.

AW: What are we going to do with Carey?

RMM: Carey and Mead.

AW: I think there's been discussion, Carey might just disappear and take the old Mead hall and they would turn that into a nice ball room.

RMM: Renovate that and extend it and all overlooking the lake. That was the last plan; I think we were talking about it. That was a long time ago.

AW: I think especially with this economy, until that starts coming back around and the state of Michigan gets its tax situation in order and its industrial or economic base, I can't see funds jumping out at us.

RMM: Okay, well very good, I thank you and it gives a good...

AW: You know Russ; I think I've got one last thing here. Back to those three students in a room, when our occupancy started dropping down and we started selling single rooms but you know it kind of followed the family patterns also because my kids in my family, I had five kids, my kids each have two kids, and the students that started coming to the university, they were coming from one and two child families and they wanted more. So not only could you never get away with the three person rooms, they wanted single rooms and they want the apartments and they want better food arrangements and they want... and so coming from an economic financial income from Chicago to Marquette, these things all seemed pretty affordable to them and also the expectation was there that that would happen. There became what we started referring to as helicopter parents, where the parents would just kind of hover around. It used to be they'd come up, drop their kids off and they were gone. They'd come up on Friday, leave on Sunday. Well sometimes these parents would stay around for a week, three days, a week, two weeks, and they were helicopter parents making sure that they had their ID, they had their bank account, just taking care of all of these kids.

RMM: Because they only had one or two to take care of?

AW: To worry about. Yeah, right. We used to laugh about the athletes, say well, do you have your contract? Coach has it. It was always a standard answer for the athlete; well the coach's got it. See the coach. Well then it became for these helicopter parents, well, I think my mom has that. Or I think my dad did that. So it was kind of interesting like that.

RMM: They didn't worry about the details?

AW: No, then our orientation has always done a fantastic job because we learned if we can get these people here on campus and our orientation for parents was a little more extensive than it was for many of the other schools and it was maybe necessary on the one hand because they're coming up here and leaving their kids in the wilderness and the bears are going to eat them up you know and it's also so far away. In that way it was probably essential, I don't know if it was critical, but it was also a smart move to do it. If you can convince those parents, we've learned through time that they are the ones who are making the decisions. They are the primary influence on kid's decisions at that point. Convince them, convince the kid. Also the campus visit program and I think that that was Appleberry that started that. That was huge, where the prospective student could come on campus and could stay on campus, and could eat on campus, they could meet with faculty, they could get a tour because the numbers that we captured from that program was always significantly higher than just the run of the mill recruitment programs. So if we could get them on campus we could bring them campus was always the thought. I was thinking of one other thing and it's slipped my mind.

RMM: See but this goes back to what you said earlier, this is all part of this improvement in student affairs.

AW: Exactly.

RMM: It's sort of interesting to go back if you know some of the Don Bottom stories. What northern was like even earlier and then you go and follow the thread of student affairs, that would be an interesting sub story.

AW: Don Bottom, when they first opened up Carey hall, the first residence hall, I think in 48 possibly 49. Faculty was came to help move students in, there weren't sidewalks then, and it was a rainy muddy day and the faculty was there to bring in stuff and they had a pot luck dinners for these students coming. So I mean, then they had too many student s and Don Bottoms quote was, "It's pretty hard to third up two," and the private dormitory over where St. Michaels is run by I think.

RMM: Longyear.

AW: Longyear owned that. Don Bottom said that the main person, the people who lived there, their last name was Quarters and his first name was Edward, so there was always the, who are we supposed to see, so you have to check in with Ed Quarters, and the question was where is headquarters? Well I don't know where Ed is.

RMM: Then at that time the President and his family lived in the Dorms.

AW: Did they?

RMM: Waldo, he and his wife and two kids. The kids were 8, 9 years old maybe, something like that and Quarters was the cook and the wife was the house mother. So you can go back to that early day, some of that is, I ran across some of that by accident when I was doing a food history of the university and found that he was the first chef back in the beginning. Then I think he went from cook at the dorm here to a cook out of the prison. He didn't go to the local food business.

AW: Historically universities didn't have housing programs and so there wasn't that kind of need for student life involvement, certainly not to that extent. So then as World War II came to a conclusion then they needed, they were going to give these gentleman the GI benefits, well then they had to house them. Well of course we had to build a barracks as did other schools. Then along comes the baby boom and there was a huge need for quick expansion and the people who were really in charge of providing these services where old military people largely, so the way they fed students, housed students, it was based upon a military style of here's you billet here's your food, like it or lump it. So that development of the housing philosophy is a learning experience to supplement, to compliment the academic mission of the university. That was a long time in coming and development. Again us young people who are coming, I think particularly us from other areas, we have that kind of, at least philosophy and trying to institute it was an uphill battle all along. I think that was the thing I wanted to mention to you earlier.

RMM: Interesting, so in the years before, kind of before you came then, there really wasn't much of a student life story. Well you have stories of Don Bottom and some of the things he did, they talk about it, but it was not...

AW: With 700 students.

RMM: Because he told the story that one time they noticed, you can see how small it was, they notice a student wasn't on campus, was missing class and so he and Dean Carey went to the student's apartment and found the student was there and had been nearly unconscious with Meningitis. They went and took the student, put him in the car and brought him over to the hospital and he was taken care of and then in thanks for it I think the parents brought, in the summer or something, brought a basket of eggs or a basket of berries or something. I mean it was so appropriate for the time but you can see with those stories and that's the other thing, I think a lot of people think that the campus had dormitories but until Carey opened in '48-'49 and then Spooner in '55-'57, I think something in that time period, there were no dorms on campus. So you didn't really have to worry about that.

AW: They were all young ladies.

RMM: So the story you're telling is really the story of modern student affairs, housing, food, the whole works. So you were there then from almost day one in terms of seeing it happen.

AW: Right.

RMM: Thank you.

AW: Thank you Russ.

END OF INTERVIEW