

Interview with David Haynes
Interviewed by Russ Magnaghi
May 13, 2013

START OF INTERVIEW

Russell Magnaghi (RM): Interview with Dr. David Haynes, President of Northern Michigan University, Marquette, Michigan, May 13th, 2013. Okay, you don't mind if I call you David? First question I always ask is what is your birthday?

David Haynes (DH): My birthday is June 25th, 1947.

RM: What we'd like to do today is to talk about the past year, you've be president now for 363 days, and what we'd like to do is get your reminiscences beginning with May of 2012 and what are some of the developments that have taken place, getting into the swing of the position and so on, your interaction with the other presidents and then we will continue.

DH: Well, you know, I was appointed to the job on May 8th and they confirmed in a public vote on May 15th, with all the controversies of appointing an interim president and president. It was the day after the 8th, the 9th, I actually was in this office, moved into this office on the 9th. Once a week, Dr. Wong was, as a part of his buy-out deal was that he would see me for a minimum of sixty minutes a week to talk to me. He did that exactly, sixty minutes. What I decided to do then was, I knew that this transition would require some outreach, so I methodically began to write down: who are the stakeholders that I really have to go see here and talk. There was internal external, local and nonlocal. So, we began on that process and I immediately began making sure that I would go around and see faculty members. I went over to departments, went over to various buildings just to be seen and shake hands. I went over to places that week, like the admissions office and the housing office, just to stop in and say hello to people and secretaries and administrative assistants and staff. I was over in the LRC talking to students, just making sure they saw me, a lot of campus visibility. Then I asked the advancement office to prepare a list that had given up to \$100,000 or more the university and I began calling them, which took a few weeks. I began calling every one of them to reach out. Then they gave me a list of distinguished alums who were former heads of the alumni board or had some other major role, and I called all of them, a lot of them were around the country and internationally and began to reach out to them. Then I spent another week reaching out to local government, making sure I touched—I was actually, sometime in that early period of May, I believe it was then, I was the first president in, I don't know 50 years, they said, or 40 years to show up to a city commission meeting in Marquette. I went into the public session and sat down and during the public comment, I went up and introduced myself and thanked them for all they had done for the city. One of the jokes that went on, they had dedicated a plaque that was every city councilmen since 1822 and one of the city council members, Johnny DePetro said, he thought the last time

a president appeared at a city commission meeting was 1822. I joked that that was the year I was born. I called legislatures; I called all of the legislatures. I reached out to former legislatures. I reached out to the governor's office. I did a lot of that the first couple of weeks.

RM: What did you think of the response?

DH: The response was—the other thing I should tell you is I reached out to people during that time that I knew, either from media or other sources, that were opposed to either how the process was handled in making me president or some of them were opposed to me as president because of my charming personality or some other reason that they were opposed. I purposely called many, many of those people and said, “I’d like to talk to you.” Some of them, I went to their place of work and some of them I just reached out in various ways. I didn’t get all of them but I got many of them. I said, “I know we may have some disagreements and I hope you’ll give me a chance and I hope you’ll stay loyal to Northern to work with me,” and many did, many were very helpful after that. It was a very positive experience. I lost the first part of the question now—oh, the response. The response among alumni was, there was maybe a handful of alumni who were upset about this in one way or another. You know, after you’re around here 40 years, you’re going to make some enemies. There’s a great political saying, “If you can throw a punch, you have to take a punch,” and I knew that I had thrown a few punches and I was going to take a few punches. The response among the alumni was unbelievable. I had emails and calls from all around the globe from alumni and locally and people were just wonderfully. One alumni in particular, Rich Lundin, who has been CEO of a number of companies around the world, from Escanaba, he grew up in Escanaba, called me and I called him and he said, “Look David, we’ve been friends and I think you’re going to do a very good job. I think you’re going to be a really, really, good president. Not necessarily because you’re the smartest guy around or the most charming,” he said, “we know you’re not either but I think you understand the culture of Northern and the culture of the U.P. and to be head of an organization, the CEO or president, those that exceed the best, get that culture. They feel the culture; use that culture to advance the institution.” He said, “The presidents that have been the best, got that. I think you’ll get it.” So, I had a lot of feedback. The response was, I think in the general community, the business community in town, was very positive, by and large, the faculty was very responsive. They wanted to know what I was going to do about the provost. There was an open provost slot. So, I thought it was very positive and in some cases, people were a little cautious, they wanted to see what happened. I think with the fact that it helped that I had come off of the faculty, I think that helped because I had been a professor in political science before I got this job. I thought the response was very good and very honest. Some people made some very blunt assessments to me about things that they think I ought to change about how I do business or how the university does business. Some people had very positive things to say and others were just cautious. Overall, I would say, it was 90 to 95% very positive.

RM: How did you interact with the former presidents? And how did they interact with you?

DH: Well, after my weekly meetings with Dr. Wong, I’ve had no interaction. I’ve not heard from them. I’ve had no interaction. I don’t think anybody that I know on campus has had interaction

with him. But, I made a decision early on, that I thought the former president, all of which I worked for or been a student under, all had a base of knowledge that could be helpful to me. It seemed sort of silly to me that you had this base of experience that you not take part, so I called all of them. I called each one of them and they had wonderful bits of advice, starting with Dr. Jamrich, all the way though Dr. Roy, who preceded Dr. Wong, Dr. Vandament, Dr. Bailey and Dr. Appleberry and then I decided that I would have continual contact with all of them and I have, regular contact. I've written regular emails. There has been no interaction with the former presidents as a group until I did this, as far as I know, at least they all said that. I write them, I try to put a monthly newsletter, just for presidents, out. I've sought their advice on complex issues on campus. I've sought their advice on historical perspective of an issue. I've had some fun things with them. I've sent them baseball caps with the number of their presidency, number 10 and number 11 and we've had some fun interactions. That has been a very useful and very positive experience for me and I hope for them and I hope future presidents will continue to take advantage of that resource.

RM: Now, you got the job, what did you develop as goals for the future or direction that you were going to go in because you're not here for a long period of time?

DH: Well, first of all, there were a couple of immediate things. When Dr. Wong left, they had done a search for a provost and a search for the AD but he had not made a decision on which one to pick. The search committees had made reports. And I decided that I had to do my own due diligence then, since it was now up to me to make the decision, and it had to happen quickly. So, the next thirty days I talked to all the search committee members on both searches or most of them that I could, especially on the provost side, and I got their advice. I reviewed all the provost candidate material and I re-interviewed them all by video Skype. I re-interviewed each and every one of them and each and every one of the AD candidates. I did my own. I brought some additional people into follow up meetings, some of them were members of the leadership team here. On the AD, I included some coaches, where I felt it could be some more inclusiveness and then I had to make a decision. I told the board, the board said, "It's your decision, make your mind up." And I did and I chose Forrest Karr to be AD. He was a very strong candidate and a young, 38 year old lawyer, who was coming from Alaska with all sorts of great experience and he's been here since June with me. He's been here almost the whole time I've been. He's been doing a great job. Provost was very complicated. There had been an interim, Paul Lang. the search committee had not included Dr. Lang in the final candidates which was sort of a strange and awkward procedure but I understood what they were saying and I understood Dr. Lang's perspective. I went to the faculty leadership, AAUP and the faculty senate and said, "Look, the candidates that are left in the search are not bad, they're okay but I talked to three former provosts and they all said to me, 'Does one of these candidates have the passion that you think would set this place on fire? And two, is there one of these candidates that the search committee is passionate about?'" It didn't exist. There was not one candidate. The whole committee went, "We got it. This is the person." "Gee, I like this." But there was no passion behind this. They made it very clear that they thought one or two of these were their top candidates and I thought that was good advice from former provosts and I took some provosts that were not at Northern that gave pretty much the same advice. I talked to a couple

of former presidents about this. I tried to do a lot of that. I've tried to, in decision making, include a lot of people, but not just people on campus. Anyway, then I began to think about where we were going with this provost thing and my appointment was for a minimum of two years. I decided that—I called the faculty leadership and said, "I think that the faculty and the next president have the right to pick a permanent provost, one that matches up to them together." And if that happens to be me, then I would do a search in that third year and if it's a new president in the third year, I would expect that they would want to do a search. And I said, "Because of that, I'm going to appoint Paul Lang because right now, I don't need a new provost, right now, we have so much to accomplish because there are so many undone things." And the leadership said, "We respect that. We think we'd make that decision if we were in your shoes. It's not our decision but we get it." That's what I did, I appointed Paul Lang for the two year period. I just gave him a contract that he serves at the will of the president and I told the board and the board was fine with that and that's what we've done. The AD was a new and from the outside. That new leadership was really needed in the athletic department.

RM: So, that was kind of the first—

DH: Yeah, that takes you into July. That was the first big challenge. Then the second challenge was what I was saying with the board, "Well, what are my goals? What do you want me to accomplish?"

RM: Now, I have a question here and it's something that goes back to our discussion when we were talking about doing a bio of the president. So, we get back now, how much of the planning and decision making, etc., is your own or how much has to be worked with the Board of Trustees?

DH: Well, you and I, and I hope we'll get back to this about writing a book on the presidents, we each had finished up our chapter from Jamrich forward, the one thing I learned is that, even as close as I was to the president and board, that's a really fuzzy line. What is policy and what's administration? And I think, naturally, they would expand the definition of policy, presidents thing they would shrink it a little bit. What I found is the more that you talk to your board about it, the better that is and to be very honest and blunt and say, "I don't think that this is policy and here is why." From them to interact back and see if you can find an acceptable area, some individuals have not been very good about that but the majority have been exceptionally good about that. It's not because of an evilness of either side, it's just different interpretations. So, it's very hard and I think it's a constant battle, not battle, it's a constant definitional problem. The presidency is filled with "grey zones." But the same is true, what is shared governance with the faculty? What belongs to the faculty and what doesn't? It's always in the back of your head when you're sitting around with the president going, "Where does shared governance fit in? Where doesn't it make any sense? Where does it go to more shared responsibility?" Where does it go to, in Spanish, the word is, "no te metes" which is, "it's none of your business, mind your own table." Sometimes the board tells me that too. They say, "This is our business." So, the board and I had a great discussion about priorities and one thing was clear, Northern had

been flat with a little dip up but mostly little dips down for a long time and it just wasn't working.

RM: In terms, of enrollment?

DH: Enrollment. It was just a really awful problem. The board said, "It's your responsibility to make it number one," and I did. I went around and I decided that I had to stay in the best practices of what was a great enrollment recruiting program. So, I spent some time studying our and then I went around and starting calling presidents and other people who had been great enrollment leaders. I talked to Dr. Jamrich who had tremendous enrollment growth during his period of time. I talked to Dr. Bailey who had really, she and Dr. Jamrich had big enrollment growths. They were very helpful. I talked to a number of experts in this area and I got a good feel for it. Then I went and I think it was in August that I went to Chicago and brought in the four most outstanding enrollment management and recruiting consulting firms in the country. The VP's joined me and actually, Dr. Bailey took part at her own expense and a guy name Jim Hundrieser who was an alum of ours and has got a quite distinguished name as a VP in enrollment in student services. He's now at New Hampshire. He came and we spent three days together at a marathon trying to learn this. It was a very, very useful experience. What to do, what not to do, who to look for. In the end, I came back and redid the enrollment management team. It had been reporting to the associate provost for student services. I made them report to me directly to show some commitment. The international office, the recruiting and enrollment office and financial aid report to me. I hired one of the leading consulting companies to rebuild it and refocus it. I announced the goal which hasn't been done since Dr. Bailey, a public goal of a 2% growth, 182 students, high risk cause if you don't reach it, people shoot. If you reach it, people ask why you didn't do more. I wanted to engage the campus and in between that I met with academic cabinet, I met with deans; I talked to faculty to get a feel for this. That was what happened with that. We will know in August where we are. We are working very hard. We didn't engage Noel-Levitz, we really didn't get around to getting that done until October. You're really into recruiting by then. By then we decided that we would really look at different kinds of recruiting, with a traditional high school recruiting, then we knew there'd be specialty places. I'll give you an example, I decided that we could really ought to look at Dearborn, one of the largest of Arab and Arab-American populations and I made a connection to the head Imam in Dearborn and went down to see him and his assistant Imam. I said, "I think our campus is a very safe place for Arab-American students and I think it's a very safe place for non-Arab-American students but I want to talk to you about recruiting students." I also went to see the Dearborn superintendent who was somebody that I've known for years and we began a really concentrated effort because it's a very large population, a lot of the students come from an area that could fit into our community. The Arab-American students would be interested in a lot of the programs we had, non-Arabs. We've done a lot of specialized recruiting. We also knew that we could do a better job if we opened some programs up downstate for the first time and recruit students to the program onsite. So, at Macomb County Community College, this fall, we'll have three courses being offered on the community college and we've got to expand that. Then we decided to make a big expansion to the veterans. During the early days, I think I was the first president in Michigan to offer in-state tuition to out-

of-state Veterans. Dr. Jamrich and I are both the only presidents that have been Veterans. I came to Northern on the GI Bill, so I knew how important it was. We designed a program on campus, created a Veteran's Center and we really began to focus on how do we recruit veterans from around the country. That's been productive too. It changed how we serviced them on campus too. So, that sort of was a different look to the whole recruiting and enrollment. I'll talk about international in a little bit because that took on a whole different feel to it. The second priority was endowment. We had gotten one big gift from John Berry who had given us 2 million for the Berry Center. The board felt that the president needed to be more active in this area and more committed to it. So, we put together some goals and objective and I've been spending a great deal of time traveling around the world, talking to donors. Then there was—I told them what I needed to get the campus to look at a bunch of areas but I wanted to do, what we called the Three R's. We wanted to rethink. After we did the rethink, we wanted to see if we wanted to renew, then we wanted to reconnect. We wanted to reconnect with the community. So, we applied this, starting asking people to do this across campus and to think about programs that way. Then our other priorities were to see what we could do for students. What are the things, for instance, that the Center for Student Enrichment and the Superior Edge. We began talking to academic departments about what is it that we could do better in supporting academic departments and expanding a changing major. Those were really my top priorities with the board. There's lots of priorities that you get. Boards give you lots of priorities but we pretty much stuck to the enrollment and endowment and academic priorities in my first year. One of those priorities was that the, for many, many years, we were running an international program without huge enrollment growth. It was really sort of, the whole world is our campus and let's just see who will come. There were a lot of trips made to various places and sort of a traditional way. I felt that there was no metric, there was no benchmark of how you were doing well. There was a difference between exchange programs where our students went to a country and those students came here and there was the whole notion of, "Well, are you recruiting new students because those students don't pay tuition. You're students pay tuition, they're already enrolled and they go to Korea." When the Koreans come here, you have to have an equal number. They pay tuition in Korea, not here. So, you're really not increasing head count for enrollment and tuition. So we really began to focus on a metric that said, "How do we increase enrollment from international students? Do we increase it on campus or do we increase it by offering new degrees in host countries where we send faculty to teach or we do exchanges or hire a contingent?" We struggled and struggled because I could see it was, just before I became president, the international program director left and took a program in Virginia. So, we began doing a search which we only got a new person in the last 60 days. I decided to step in pretty heavily here on this and I met an alum named Ron St. Martin who graduated from Munising High School and came to Northern and got his marketing degree. I met him and he went in the Navy when he left here and became an Admiral and became a very big name in the intelligence community and in situational gaming theory. He lived in Virginia. His mother still lives, in her nineties in Munising and he's up there, he and his wife, in the summer. They have a very strong connection but he had no connection to Northern. After he left being an Admiral, he went to work for a scientific research company and one of the things they did was situational gaming theory which Mr. St. Martin had done and actually redesigned the White House situation room to include a facility for situational gaming theory which is to

analyze your risk and analyze your priority setting. A long story made short, over lunch, these are very, very expensive to do and they don't do them in higher-ed. He said they do them in corporations and for the Department of Defense and intelligence community. And in the end, he and I got a relationship going and by the end of lunch, he committed to doing one at Northern and he did one on, "Where should we set out priorities internationally? What country should we go to?" He brought his team in from Washington, at his cost, we didn't pay a penny, including his time. He donated all of his services and the staff and we invited alums from around the world to take part in our game at their own cost. Every alum flew in from around the world at their cost and we invited international faculty and international students and staff to meet on campus and he ran a game for two days. Those two games, it takes two years, which is why they do this, they analyzed our risk our benefits and our strengths, our smart analysis. We came to a consensus as a campus and university, "What are the countries?" And now, all of our efforts are focused on those countries. We have on-ground experts in those countries, we have so many here on campus. We have faculty engaged and we're recruiting.

RM: What are the countries?

DH: The countries are: Canada, which we weren't doing much in which makes some sense. Some people take it for granted but we made an effort. Vietnam, and there's a reason, we have a large alumni connection there and Intel corporation that we have a partnership in on campus. They have a program there that we are interested in, where they send Vietnamese students back to the United States at their cost. China, but we're focusing on, in this country, big cities, but in China, small cities, very specific cities in China. United Arab Emirates, Dubai, Abu Dhabi. And also the region a little bit in Saudi Arabia, Egypt area and Korea. Korea, we've had a very good exchange program with but now we're moving into this new—we have a member on the Board of Trustees who is born in Seoul, Korea and went to Ewha which is sort of an ivy league school for women there, all women. There's only two in the world: one in Saudi Arabia and one in Korea. That's where we are focused and right now we are coming very close to come agreements to open programs in host country in China and in the United Arab Emirates and in Korea. I've been to the Emirates. I went for a week. I've been to Korea once. I'm going back very shortly to finalize some agreements. Saudi Arabia is interested in bringing some students to our campus. We have 12 now. These students become part of the ESL program. One of the other things that I found in my first year is we had an ESL program that was just sort of sitting there. English as a Second Language are students who want to stay in the United States and they have to be proficient in English and have to take a test. So, they pay you full tuition to come and then hopefully they'll want to stay at your school and take a degree. Ours wasn't doing so well and the Saudi's told me that. We are just about to put a new director into the ESL and finalize the degree. It's a good feeder for international. So, international has been a huge part of my first year. All of these will take a couple of these. So those were the priorities.

RM: Now, to date, we haven't seen—we don't have the final enrollment figures until—

DH: No, our consultant on enrollment thinks we will meet goal but we'll see. Everybody tells me, "I want to see the head count, come August 24th when classes open." We're feeling really

good about it. We're seeing some signs of increases. This is a really rough economy. 17.26% of our current enrollment is from out of state, only 49% is from the U.P and you can see what the rest of the distribution is.

[SIDE A ENDS]

[SIDE B BEGINS]

DH: We are competing against 15 universities in the Lower Peninsula of Michigan and as wonderful of a place as Northern is, in this economy we have the second lowest tuition. It's the greatest value and you get a laptop but you still have to travel seven hours to get here. It's been difficult and all of the universities have been having trouble recruiting this year, this current year we're in and the year before but they've all had increases the last several years and we haven't. You don't know until the end of August how it's working. That's what the board will ask me at the September meeting: "Show me the numbers. Show me the money."

RM: Were there any problems or blow-ups or anything that occurred?

DH: After my appointment, there weren't a lot—we had some major—you know, I had a student die in the pool, an athlete. Then I had another student die, both young women, my first year calling parents and mothers and fathers telling them that their daughter died. It was more difficult for them than me but it is not a wonderful process and...it was wonderful to watch how our staff around campus, faculty, students and staff responded to these two tragedies. When our first student died in the pool while she was working out, she was from Missouri and this team was going to drive to Missouri and my wife said, "That's crazy, get them the bus, get them the university bus and get some private money so that they are all together. Put a counselor on the bus and put an administrator." We did that. They were leaving at like 6:30 or 7 am in the morning and Martha and I went over to the Dome where their bus was parked and we wanted to see the team before they went. We walked into the dome and there were women athletes, men athletes, coaches from all sorts of sports and these teams, men and women, had made up goody boxes on the bus of food and things, just an outpouring of love. It was wonderful. This was very hard on this team and the coach. They were a very strong and beautiful group of young women. The same thing was when our other student died, an art and design student and watching that. So those were very difficult items. I don't think dust-ups. I mean we did three of four bargaining contracts with our unions, including the faculty. I thought it went very well. I went back to a model that goes back to the Vandament days which is you put outside legal counsel at the table instead of inside. I think that really helped expedite. I sent the Vice President of Finance and the Academic Vice President to the table in the end to try to resolve this. I thought the faculty union representative and our folks did a great job. We came to a pretty good contract pretty quickly and everyone seems to be happy, a lot of very difficult issues and that. I think I told you about—did I talk about our Road Scholars Tour? There was some dust-up in sense of, "Hey, you know, Northern's President hasn't been to Escanaba in six years" or I don't know, some number, and "Why don't you come more?" Anyway, we came up with this idea that actually, Martha and I came up with it one night sitting at home, that we would do a Road Scholars Bus Tour. It would not be R-H-O-A-D-S, the academic, it would R-O-A-

D-S and we took the big Northern bus and we put 50 or 60 people on it, of athletes, faculty members, administrators, alumni and we drove to a town in the U.P and we parked that bus right downtown. We went to schools, we went to media, we went to businesses and we just spread out all over town. The first one was Iron Mountain and it was a magnificent response. At night, we had an alumni and community reception. Iron Mountain just pour themselves out and we did some recruiting of students, we learned about things we need to improve on, how we are communicating with these communities but it was presence. It was also part of my goal, by the way. The goal was to fix the University presence. Then we went to Escanaba and then we went to Menominee and Marinette and we're going to Houghton and the Sault this summer. I think the other thing we did, which was sort of fun, July 4th in the U.P is a big deal with parades. I heard from some people in town that what happened is the president normally rides in a car in the parade. I thought to myself, "You know, with all this stuff about me becoming president and as a new president, maybe we should do it bigger." Bigger isn't always better but we thought—we had about 80 people volunteer and we had Wildcat Willy, we had three floats, we had athletes with a big Wildcat Willy head. There were football players, soccer players, we had police men. People just volunteered with about two weeks' notice and we took all of this to the Ishpeming parade and to the Marquette parade. We had this unbelievable response of people waving and yelling, "I'm an Alum!" and applauding. It was total fun and we're doing it again this year and we hope to have 100 and we're going to have a band, we're going to have our student pep band and alumni pep band play and march with us. Just a part of that getting out and getting out and around. Dr. Vandament did a lot of that and people loved him for it, you know, just going out and being there. You don't have to be the star while you're there. But dust-up, I don't think many dust-up. We always have something going on, it seems with the president getting minor dust-up. I'm trying to think of any major dust-ups. We got two new board members the first year. I don't remember any dust-ups. Little campus stuff, you know, student government with this or that but no major catastrophe's other than we had two students die and we've had a couple of students with issues with guns. Generally, it's been pretty positive all year long. I mean, I thought that media, I don't think the Mining Journal has been particularly supportive. I don't think they've been, since my appointment, I don't think they've been personally opposed to me. I don't think they've done anything to try and harm me in that way but the rest of the media has been amazingly, aggressively supportive. We haven't had any media dust-ups. I mean, the Mining Journal is always a little reserved about the University I think. That doesn't mean that they don't support us. They've been a little more reserved about institutions. I don't think of any other dust-ups. Dust-up, you mean, like controversy?

RM: Yeah.

DH: I don't recall any but I must say that we have been very aggressive about saying, "Look, let's be transparent about we do and when we are hearing that people have concerns on or off campus with what we are doing, let's go find out what that concern is." We might not be able to meet it but let's go talk about it. I've met with the academic unions, we have two academic unions. I suppose one little dust-up was President Wong had come up with a program that said during the summer months from May 5th to August 10th or something, we would close on Fridays. You would work ten hours, four days a week. To be honest with you, when I became

president, it was too late to change that my first summer. It was already in effect. I was pretty public, I mean, well President Wong and other people knew, I thought it was an awful policy. I'm not blaming Dr. Wong. There's going to be things that I do that people say is an awful policy, it's just a different interpretation. I viewed it as a public institution and it should be open five days a week. I also viewed it as, I don't see any businesses closing on Friday. I don't see the hospital closing. We ought to be open. So, I waddled into this in April and I told the board I was going to change it and we'd be open Fridays and there would be no 10-4's as we call it, ten hour days, four days a week, and I did it. I talked to a ton of folks on campus about it, mixed reactions. Some wanted to keep it, some told me they agreed with me and that we have to change it. Unanimously, the people in town told me they thought it was a bad policy. Unanimously, state officials told me, "What are you doing, closing on a Friday?" So, I sent a letter out saying, "We're going to be open five days a week. We will have no ten hour, four days a week sessions." By and large, it worked. I will say, there were several individuals and groups, the word dust-up might be a gentle way of describing how they wanted to express their feelings to me about it. I think, that may be the strongest one that I got from people that didn't like it. They wanted the Fridays off in the summer.

RM: Oh, they did?

DH: They wanted it off. I'd say the majority was happy with it. I'd say 70% but there was a little bit of a dust-up over it. I don't think anything else. We had the three or four labor contracts that went great. The right to work, if you remember during my year, they did a—some of the public employee unions tried to extend their contract. Wayne State did it and they extended it for ten years therefore, right to work would not take effect for ten years. I had one union here ask to extend it a year and I said, "No." There was no economic reason to do that and it was not a dust-up. They said, "Okay." We had no other controversies that I can think of.

RM: Okay, how do you see your second year—have you thought about a new direction?

DH: Absolutely. Well, one of the things I have to continue is the enrollment drive. I mean, I started in May and by the time we got into this, it was August. I have to continue this increase in enrollment. I think the other direction, and we have to increase the endowment of scholarships, I have to stay there. I'm looking at a whole bunch of different initiatives. I'm interested in seeing what more we do with Native American education. I'm talking to some people in Washington about that. What can we do? I've had a couple of meetings with tribal leaders. We've had very, very good conversations. What do we do about retention and work with them? I'm going to explore, this year—in America, there's a very bad history on the Indian boarding schools where Native American's were abused and treated very badly. I went to some tribal leaders and said, "I'm sort of interested in opening up a high school on campus, the old lab school model, maybe a charter school, and putting Native American students in it and integrating them into the university so that they would morph or flow more easily." We're exploring that. We're exploring some additional charter schools and how we do charters here. I want to take a look at what the board—where we invest money for academics. What should we put it into? What's growth and what's non-growth? What can we do better in support of academics? I really want to focus on that much more heavily than we've had a chance to do the first year. One other thing that I just thought of was Vandament. Dr. Vandament used to play in

the pep band and I played the bassoon in high school. So, they don't have any place for a bassoonist but one of the things that I found out was that we've had no bands playing at women's athletics, only men's. None. So, I went, because you go to every athletic event as president and I went and I asked and they said, "Well, we just don't." I said, "Well, were going to. We're going to." We have a new head of the music department; Rob Engelhart and God bless him! He dove right into that and he all of sudden was at every athletic event and women's athletic events, timing breaks and periods of time and we came up with an interim solution towards the end of the season where we had some eight-piece bands playing at their sports. This year, we're really going to expand on music at women's athletic events. That's just one side note to something for this year but academics is one where I want to spend some time making sure that we are prioritizing. I want to continue the drive on international because I think it's the only major place that we're going to grow in the future. We're going to do new branding. We've been working on branding this year and the past year. We're going to start having discussions with stakeholders on campus and alums and donors about rebranding and marketing, how we market this university. We're looking at a new logo. We're looking at some new branding language and directions and efforts and social media. I think in June, we're going to start taking those taglines, as they call them in marketing, and start talking to people on campus about them before we implement them. Branding will be a big priority this year and we're going to change the marketing program. I'm going to—this part, until another couple of months is confidential, I'm going to go back to the old system of the communications office and the marketing office. It needs an office of marketing and branding. It needs to really focus here. I'm going to—this year, that will be a real focus. We're going to take a look at academic programs and where are we not supporting them enough and what can we do if we invested in this program, what would happen? If we stopped investing, what would happen here? We've got a board work group on that. My staff is sort of focused in trying to prep for that and seeing where we go. That also will be, for this year, a big effort. I got to say, enrollment, recruiting and endowment and academics will be the big programs.

RM: Are there any specific plans or in general plans to focus on Canada?

DH: Yes, I went over to meet with the provost and the vice president for finance. We went over to Sault Canada and we met with the two small, they only have two small colleges there. You have to go to Toronto or Sudbury to get bigger campuses but we're talking to them and we are going to open four Master's programs in the Sault and we are going to open them as hybrid on-line's and the Canadians are very interested in that. We cut an agreement with Lake State and we do it on their campus. They will give us space. Then the Canadians could come and cross the bridge and they could take those classes where they come from a hybrid and come once a month or four times a semester and the rest are done online and using video, etc. We're just about ready to begin some advertising in Canada for these graduate programs. We're going to have some TV ads very shortly in the Upper Peninsula and over in Canada on graduate programs. Undergraduate, we're going to do some recruiting to get them here because we have such a great international scholarship for students that come here that we're going to see what we can do with that but it's a little—students in Canada are like students in the United States, they're very driven by their major and do they want to take a program outside of

Canada? We're trying to work with that. Lake State has some success with that but we think that we can outdo that success. We're also looking at, Dean Broadway is looking, talking to some faculty about Canadian studies programs and that might include some exchanges with Canada.

RM: That's one that you wanted to work on. Is there anything that I didn't ask that you want to include?

DH: Well, let's see. I don't think so. You know, I came to this job having worked for four presidents so I had sort of a feel for it.

RM: I guess the question connected with that: what was the difference of you having worked for presidents and then all of a sudden you're in charge?

DH: Well a couple of things. One is you know, the old joke: all your jokes become funnier when you're president. You have to get used to being treated a little differently. When I went to "new president's school" they tell you that you have no friends on your campus anymore. Just remember that when you're not the president, you'll have your friends back but right now, you're by yourself. The other thing is, when I got here, there was a lot of unmade decisions that needed to be done. I spent months on stuff that had not been done or needed to be redirected. You had to make a decision. That's one of the things that I learned in my first few months is that when you come into a job like this, you don't have a lot of time. You have to make some quick decisions. You have to be comfortable with it and you can't be too thin-skinned because every decision, someone will think you're the dumbest person alive and a lot of people will think you're brilliant and say they liked it. The pace of decision, the pace was just day-to-day plus the traveling, which I knew, because I traveled with presidents but the pace of decision making, for the first six months, was like the old saying: like drinking water out of a fire hose. I mean it was 17 hour days and it just never stopped. It's a little bit easier now because I've gotten a lot of the unfinished business done. It is a, even at a small school, the pace is phenomenal, if you're going to compete anyway. If you just want to sit and be content, I guess you can have some fun with that. Then the balance thing is hard. I've found it's hard to get that. How much time do you spend on campus? How much time do you spend with students? How much time do you spend with donors and politicians? Balancing that out is pretty hard, especially when you live here and everything is seven hours away, big cities and the capital and you've got to go to Washington and you've got to travel internationally. It's very hard to get that balance. I mean, I was sort of struck with how much personal energy you have to invest in that. You can depend on other people to do it. It's always in the front of your head. I think the other is, you become very careful with—when I became president, I told everybody, "Look, I know that every role in your life requires different behaviors." I knew that this role would require me to have different behavior from how I behaved as a faculty member or in my other jobs but what I also discovered is, you really do have to be careful about how you say stuff because people take it—there's not a lot of joking about things because people take it as sometimes not a joke and you can make a lot of people worried or hurt if you're not careful. You can make some people thinking you're a lot more supportive than you really are just by the

wrong words so for someone like me who is very outspoken, I've had to use a lot of restraint in when I say it and what I say. Also, the tendency is to sort of want to be involved in a lot because I've been involved in a lot and one of the things I learned is that you've got to just not be involved in a lot of stuff. You've got to just say, "No, I can't do that." You've also got to push decisions over to people and let them make their own decisions. The pace is amazing. The pace is quite something, especially when I think Northern mistakenly has, since I teach in this area and the org theory: you have tall organizations and you have flat and the flat is you have less people at the top and you had less vice presidents and less administrators and less this. I think we've really cut too heavily here. I think we've loaded too few people with too many tasks and leave too many things undone and that includes in academics. I think we have said to people on the academic side, "Look, you get a contract and you're required to teach 24 credits and you're required to do x, y, and z to get your tenure." They said, "Oh by the way, we want you to design new online courses. We want you to do this and we want you to do that." After a while, people have so much going on, they're going to want to do it. Administrators, you just keep adding and adding and adding. So, this year, I learned, you've got to be willing to take a little heat to invest money and add people if you want to keep up. I think this organization because too flat. It became too flat. I think the other thing I've learned, the people who have been here before can be very helpful to you because in a way, it is a job, even though I've worked with every president pretty closely, you really don't know the job until you have the job. You just got to be careful of whose opinions you seek. One of those people can be former presidents. John Jamrich is 93 years old. He has sent me some really good, astute ideas that have been very helpful. It was sort of a tempering statement when you really don't have to make this decision, Dr. Bailey and Dr. Roy and Appleberry and Vandament. I had a very good visit with Dr. Vandament. He and I were both around the same age as presidents. I'm the oldest serving president in the history of Northern. I'm told you might know better but Jamrich thought that the oldest one at the time was Bill, he thought. When he retired, he was what, 64 or 65? So, Jamrich thought that nobody had served past 64 or 65. I'll be 66, so Bill was teasing me about that but Bill gave me some very good advice about the balance in what you do and not to forget that you're running an academic institution. That's what you do. He was very helpful and they all did, Judy Bailey with enrollment and Mike Roy with finance. I found that was a big help to me. That was a good learning resource. I learned a lot of 93 year old John Jamrich to all the other ages that the other presidents are. The only one living here is Mike Roy and that is also handy too because I could run out on a Friday and have a round of golf with Mike and float some ideas.

RM: Yeah because that's right. Otherwise, you're an island by yourself.

DH: Well everybody you talk to has a perspective on something in terms of inside the university and even outside of what they want. So, their view, and this is John Jamrich that told me this, "Your view as president is to look at the whole institution and everybody who comes to you, what the nature of the beast is, they have their own perspective." Alumni, about their old program from when they were here or a former staff member or current staff members, they're just advocates for their own unit, which they should be.

RM: Or what they think is the most wonderful idea that's ever come by.

DH: Yeah and you've got to be able to sit back and go, "Is that really good for where the board and the president of the university need to go?" and you are by yourself. In the end, you are by yourself. There is nobody. That's why the former presidents are great help. If you call other presidents, they're competitors so then you call your priest, is what you're left with.

RM: I think, for the record, it'd be kind of interesting to end here in terms of what you've been talking about, could you recount going to the gym and how people reacted to you being there?

DH: You know, I have a very good friend of mine who is a CEO and he said, "David, look, remember," and actually Bill Vandament phrased this in a different way to me, "It is not you who is important when you have this job. It is the job you fill that's important. It's not about you. So while you're in this job, you're important to people for various reasons." Mike Roy told me that after he was president, people that he had become friends with while he was president, he never heard from again because he was no longer president, you know. It's a great experience. There are people who want your time but you're president, not because you're brilliant or charming. It's because of the job you hold. So, when you go out and especially me because I'm a big guy and I wear big glasses and I've been around here and everyone knows who the heck I am. I'm not exactly new. So, I went to the gym early on because everyone was on me to get my weight down and in an hour I had 45 pieces of paper from people who handed me them wanting me to read something, do something, or came over to me and wrote down their name. I was in the supermarket with Martha shopping on a Sunday and I'm walking up and down the aisles and every time I would go down an aisle there was this man behind me, everywhere I went. So, for like 20 minutes this guy was like right behind me. I was just about ready to call security because I was getting nervous that it was stalker or something. All of a sudden he says, "You're the president of Northern," and I said, "Yup, yup. I am." He said, "Do you mind if I talk to you?" All he wanted to do was talk to me but he was following me around until he wanted to talk I guess but strange things like that. We wanted to go down to L'Attitude's on a Sunday because it had been an awful few weeks. I had barely seen Martha. I'd been traveling and I was gone. It had just been a rough few weeks and I could tell she was feeling it. I said, "I'll call L'Attitude's, we'll get a corner table. Let's go have lunch on Sunday and we'll have a salad and a glass of wine, just us. No business," because you're always with somebody. She said, "Great." We were there for the first twenty minutes and we must've had a dozen people come up to our table. It's not you but they want something about the university.

END OF INTERVIEW