

Interview with James Appleberry, former President of Northern Michigan University, Washington D.C, 5/4/95

Interviewed by: Russ Magnaghi

RM: Good Morning President Appleberry, May I call you James, is that alright?

JA: I wish you would.

RM: Okay. Alright can you start with your background, where you were born, then your educational career and so on and lead up to your presidency in Northern.

JA: Well I was born in Waverly Missouri, a small rural community about 75 miles east of Kansas City, it is primarily a farming community and we had all the advantage of knowing about everybody in town and who they were and know about there lives it was a very good upbringing for me. I went to a small school in the city of Waverly, while I was in school there, the school consolidated the school brought in three of the surrounding communities and then moved the high school out of town, but the high school was still relatively small, we had at the time I graduated, we were the smallest graduating class in either of the two or any of three prior graduating class we had only 16 students in my graduating class. It did mean however there was a personal attention a lot of ? and also a lot of responsibility for seniors and others in the graduating class. My college career began at Central Missouri State University in ? Missouri, where I completed a bachelors degree in education, major in music, and a minor in mathematics and english literature. At the time I completed that degree, not very many people had ? the so called disciplines of Mathematics with the pre-disciplines of music, more are doing it now. It was very interesting, a lot of fun, and I did meet a lot of colleagues here, when I did that at the time. Following the bachelors degree I became principle of, excuse me, between music teacher at Masters Missouri, and pre ? principle of the elementary junior high school there and then helped the district build a new high school, I helped design several buildings, then set up the administrative structure for what would follow after the district ? ? ? and consolidated some of there functions and added others. It was recommended that we have a separate elementary division, separate middle school or junior high division and a separate high school, senior high school division. Following my time at ?, but as teacher and principle for a year, little over a year I became minister of education at a church in Kansas City Missouri and then I went back to graduate school in Missouri State.

RM: About what year was all that going on then.

JA: Well ah, I graduated from baccalaureate degree in 1960, and then returned for my first graduated degree in 1966-67 following my graduation in masters of education specialists degree, I went to work on a state university where I finished a doctorate degree and

then became a member of the Oklahoma State faculty. Three years later I became chair of the department, my department at the Oklahoma State. Then went on a fellowship program, a American Council of Educational Fellowship program at the University of Kansas for a year where I worked with then newly acclaimed Chancellor Archie ? for a year. After a year in that roll I went back to Oklahoma State as chair of my department again for another 15 months and then went back to University of Kansas originally as director of planning, but after a few months as assistant to chancellor. During that period of time, that I was in that roll in University of Kansas, I found that a good bit of my time was spent at the medical center campus. There was a period of time when we lost 3 ? officers from the medical center campus and I wound up sitting ? spending my time there helping to construct a new hospital there area, negotiating professional practice agreements, with the physicians and any member of other activities like that. Writing the legislative budget, working with members of the legislature as they consider establishing the multi practice of school of medicine in State, they had a broad experience that but I had not had any preparation prior to the time, but it was a tremendously rewarding activity. I think as a result of that, with the working with the board of regents and legislature it gave me a broadened background with end result of my selection as president of State University in Kansas. I served nearly seven years prior to coming to Northern Michigan University.

RM: Did you find that you sort of a rural roots in Waverly Missouri sort of helped you when you came to Northern?

JA: I don't know the experience in terms of the background or upbringing would match Northern Michigan or Marquette. The area around Waverly was pretty much a farming community and I spent a lot of my time both planning and working in the small auto repair business that my parents owned there. It's different both in character of the performance of the region and in super sonic level, it has been refined with when I went to Northern Michigan. With Northern Michigan time it was a period of time when he economy was quite low and the I think the few months prior to me coming here the unemployment rate was 21 to 23% in the Upper Peninsula. And there were a number of people who had very substantial incomes in business there also a number of people who had been put out of work because of the economy there. We had not seen this kind of fluctuation, bad fluctuation, in the economy of the people or the employment of people in the region where I grew up. So there was quite a different set of environmental and social conditions in Marquette.

RM: I'll say. What was your, how do you, you got back, you got the separation in terms of your background to become President, How did you tie into the Northern process, how did you find out about the Presidency being open at Northern and how did you get the, how did you get the Presidency at Northern?

JA: Well, I was nominated by two individuals whom I deeply

respected at the time. I really was not looking for another position. But, because I respected these individuals, they had both said to me, this is institution that's one through a lot of difficulty, the financial condition in the State have put a lot of stress on all the Institutions there. But, it is also a very fine institution and they wanted me to take a look and I did. I sent in my papers if you will, my resume, my application and then just left it alone. And didn't think much more about it. Then I received information from the search committee ? just prior to this Christmas Holiday, asking me to respond to this festive of lighting, that they had sent to all the candidates. Howard University was closed, we had a closing period ?? for a reasons of electricity, things like that, over the Christmas holidays, so I really didn't get back to respond to the question till after the holidays, which was past the deadline, I got a call then just prior to the reopening, asking if I was going to continue with the application process, and so I did submitted the response to the questions. And again didn't pay much more attention to the process. Then I was called by the committee, saying I was among 10 that they wanted to interview in Chicago. The time they were going to interview fit fairly well with my schedule, and I had to go to the cities, but I wasn't able to leave my campus until Saturday afternoon. And the committee was meeting in Chicago on Saturday evening and Saturday. The committee was willing to remain over until Sunday morning so I could get in to Chicago to visit with them. By that time I had done a lot of work on the national scene, a lot of access to information about ? across the country, I was serving as vice chair on the National Geiser? committee people, center of education for statistics at the National level. And so I had done a lot of homework about Norhtern Michigan, I new a lot about the institution the search committee had not shared with other candidates, so I thought that I was very well prepared for the interview. Interestingly enough on the way up to the interview I had decided that this was not a place where I wanted to move in terms of the career. Then I sat with the committee, the committee was composed of a broad range of people, from the campus of the board and the community. And literally during the process the committee turned around my opinion. In fact we have a little joke, between Pat and I, because I told her when we got into Chicago on Saturday night prior to the interview, after looking over all the information this is really isn't something I am interested in doing. Then after the interview on Sunday, before I got on the plane in New York City, I called her and said honey I think this is really something you ought to take a look at, I am really interested and this committee is great and she hung up on me. Which is so unusual because she thought this is such a change in what I said before. Then something interesting happened. It drew ? into the committee at the time, as the committee had made a decision right after my interview. But I was on the plane, and so ? ? able to reach me, so they called Pat, and I don't think there could of been a better person to talk to my wife than Ed ?, he is such a ? gentlemen and very wise and by the time I got to New York and called to Pat again, Ed ? had already talked to her and she was very impressed with him and what he had to say. With the fact that

they wanted me to come to campus, and by the time I had got to her she was very willing to come along and ? ?.

RM: So you actually heard about your process from your wife.

JA: From my wife. That is right.

RM: Earlier you had mentioned the two individuals that had put your name in, do those individuals come from Michigan or Kansas.

JA: Neither, they are neither from Michigan or from Kansas. They are other people who ? with higher education in ?.

RM: I see. I guess we can go down the list you discussed the conditions or problems that Northern or you perceive when you were looking at Northern then you arrived, do you want to sort of sum up what you thought of Northern when you first arrived in the Summer of 1983.

JA: what the University has undergone a period of stress, in fact the search committee that was used by the University and the board in Kansas in making a selection had written a document on the analysis of what the both problems and conditions were on the campus and what might be expected of a new president. That document was extremely helpful to me in working with the leadership team when I came in and with the board soon after I got there. The University had declared financial exitency just prior to my coming. Over the period of 3 years just prior to my coming they had reduced the budget by about 3-1/2 million dollars, 140 some people had been laid off there with the declaration of financial exitency there had been some individuals that had been given termination notices that had tenure. So the economy in Michigan was bad and the economy in the Upper Peninsula was bad as well. That ? the unemployment rate that position only in that area, the Upper Peninsula region, was about 21% - 23% prior to my coming, so it was a difficult time. My coming parallel to the election Jim Blanchard as governor. One of the things I said to Jim Blanchard, in my first meeting I had the opportunity to meet with him within the first days of my coming, was for me to make one request, and I said there is one thing I would like you to do to help me as President of the University, please make sure you that you always give me good and strong appointments to the board of regions. Because it is the board that ultimately represents the state and helps this university remain strong in working with faculty and people in the community. And if I can help I would like to have a chance on occasion and tell you what we might need by way of strength. I don't want to ever get involved in ? people or talking about individuals that let me tell you that prior to your appointment what kind of strengths that might be available and might help the university. While Jim Blanchard was in office he did not ever make an appointment that I didn't know in advance of the two or three names he might be thinking about and have a chance to comment on whether these three people met the kind of things we needed to strengthen our goals. Never did I ever, ever have a say in who was

appointed to the board, but every time I had a chance to talk about the kind of strengths we might need. Later on when Governor Engler was appointed as well I had a chance to say the same thing to him. Once again the same thing occurred prior to the appointment I always knew in advance who was being considered and had a chance to report to the Governor what kinds of things we might need by way of people on the board. I think that helps the board remain strong at the University and allow them to have the vital interest of NMU foremost in their mind all the time they are here. There was some other things we found as well, the when I came to the campus, all of the labor contracts for the 5 unions had been delayed or extended and the first 15 months I was there we sat at the negotiating table seven times. Either 3 or 4, I am not sure, of those negotiation efforts were for full contract renewal not just for the extension. It meant that in a short period of time were having to deal with everyone of the unions ? prior to constituents on University campus. In sometimes just a labor relations negotiating session. That I think was in some ways very helpful because it allowed us to talk to some of the campus constituency about the problem that we were having and I think we were able to forge some agreement with the various constituency that helped the university later down the road. Doesn't mean that all those were easy negotiations in fact they were not, because anytime you have University that had gone through an added stress, budget cuts, and the pain of having people separated from the university, the tension and emotions are high and it takes a period of time and some discussion before you can help bring the campus back together. So one of the early things you have to do was to work through those labor agreements in a way that would help us bring the campus back together and unify us during a very stressful period of time.

RM: How did you, one of the things that developed here was the future of the University project, how did that come about? And what was your involvement with it?

JA: There were two opportunities while I was there to work with strategic planning process. Let me comment on the last one first the one that is currently being used at the University. About a year and half two years prior to my leaving Northern Michigan University, it was apparent that we were ready to engage in another strategic planning effort. In talking with a number of people on campus including faculty and staff leadership we determined that the campus was ready for us to move into a process largely dominated by the campus community. So we called in a ? consultant and developed a process that did permit and allow for a broad internal consultation and partnership if you will to help move the University forward. And very pleased that the process worked when I was there and continues to working even better in a very positive way. So I am glad that was set up in a ? way. Prior to that however, a cleanup on campus and after having gone through this period of stress that had effected the ? ? status as well as the Upper Peninsula and the University, it was apparent to me that we needed to do two things, first we needed to lift division of the campus away from the problems of the Upper Peninsula and give them

a State wide and National perspective and secondly NMU needed to raise funds, develop a growth trend that would not just in the Upper Peninsula, we have to engage our University in the Nation and the world and we have to bring people in to our support network that were beyond just the Upper Peninsula as well. So what we ? from talking to a number of people on the campus, and all with the process that is somewhat unique, we identified again using a broad based people on and off campus, about something over 200 people approximation who are alumni friends, friends with expertise in given areas. To constitute a commission in the future of Northern Michigan University. The purpose was to first of all to meet those objectives I just said, lift our division and build friends that were outside the ? people we had before. The second thing we need to do is identify 10 or 12 target areas where we might want to have the people come in and take a look to give us advice and conflict on the future of the institution all the way from academic programs, to alumni relations to budgeting process and allocations of sources to the University. In fact what we came up with, I believe 130 to 160 recommendations from this commission. That report was shared with the campus and with the board and a year later after signing this responsibility and following through with each of those recommendations we made a report back to the campus and to the board on the progress we made on each of those recommendations. The process was somewhat unique, and I think it did meet those two objectives we had set up. There was more of an awareness on our campus of how the university interacted with and how effected by the external environment. And we did go with ? ? in the nation and in the state that continue to support and help us even past the time that I left. So I think we met those two objectives. It also gave us some very good advice the process in itself was one that was unique enough and strong enough that the University received an award for that as one of the ten most innovative University's in the nation at that time. And so the process normally helped us on campus but also gave us some physical as well that then I think lead to the kind of condition that lead us into the second process that I discussed a few moments ago that we were clearly ready to act the campus community to assume for itself both the obligation and responsibilities for conducting for the future.

RM: Now while you were president when you arrived the economic condition of the state was poor did it improve and what effect did that have on things that occurred at Northern during the administration?

JA: There were two kinds of things I think that I would like to regard. First the state economy did begin to improve. The auto industry began to recover there seemed to be a greater diversification in terms of the economy in Michigan itself and then governor Blanchard was very interested in trying to promote economic development throughout the state and I think that helped the state both in his ten years governor and into the future that's not a prejudice statement the fact that's where the interest I think from a broad auras of people from both political parties felt

that the state needs to move, I think that was a wise decision. So the state economy did begin to improve and that certainly helped the ability of the state to move forward on the objectives of Northern Michigan University as well. We had good political strength both in the Governors office and both political parties of the house and senate. We have worked at that while I was there, we had a series of meetings with the legislative leadership, not with just the ones who were currently in prime authority at that time. But we tried to identify emerging leaders of both political parties as well, by getting in contact with them. So that we could strengthen the political influence of political support for the university. We did that incidently with the full knowledge and support of NMU's key supporters in the legislature at that time, Dominic Jacobetti. Jake of course was the chair the house ways and means committee and the person of whom Northern Michigan University and indeed the entire Upper Peninsula depended for a long time to so called deliver for them in the legislature. Among the things I had said to Jake when we talked was words of Dom Jake your not going to be here all the time, you could step out onto the street and a truck would hit you and both the University and the Upper Peninsula would be not have the strength that we need. So we need to broaden that political support. Jake being the confident politician he was and very effective recognized that. And he even supported us in the first attempt for example to put together a fund raiser for the Republicans in the Upper Peninsula. Supported by and encouraged by the University. We did that with the full knowledge and support of Jake and the other Democratic leadership. Because they understood what we were trying to do to build for the long range political support of the University and that happened, we had our first fund raiser in that resolve. So not only did the economy turn around but we took some aggressive steps to try to broaden the political support for the University as well. In the Upper Peninsula we also did some things that helped position us in well in the future. When I got there, there was a lot of interest in the parts of the various political entities, county, city, state, etc townships, throughout the Upper Peninsula to try and use the resources of the University in a competitive way against one another for either state or federal funds or even to attract a business from the outside. A lot of competition going on. In a private and other meetings, early on I said to them that University was not going to be used as a arbitrator nor a competitive advantage of any political entity in competition with one of the others. The University was a resource for the entire Upper Peninsula of Michigan. We were ? ? and we were certainly going to play that role. And therefore our interest in advancing the economic development and the interest of the entire upper Peninsula was what we did for one entity we would do for any and all others. So we shouldn't look to us as being partisen or parochial in any sense we need to work together. And I think that that stand has brought us some credibility in working with some of the entities that had not been there before it also meant that we were able to become a broker in helping to pull some people together to work cooperatively in ways they had not done before. And I think it has helped ultimately in not only the economic development, but other

aspects of the social act, social act of the Upper Peninsula as well. The University became I think the over acting kind of supportive and leading ? that it had not been in the past. The other thing that, Governor Blanchard had made it priority to invest in the economic development of the state, in working through and with Jake and directly with the governors staff. We identified, I think it was around \$225,000, that was with the entity appropriation bill that was clearly identified, for the purpose of economic development in the region. There was a period of time that was not well understood on the campus. Particularly when we had a lot of other needs that were appropriate as spoken to by people on the campus. But the Governor and Jake and others fully recognized that if we were to help turn around the economic structure of the Upper Peninsula it had to be done in a way that it was Upper Peninsula wide and it had to be done in a way that the funds couldn't be syphoned off for other purposes. So we literally with the political support of governor and Jake we built a wall on those funds. That's when we began to talk about the Northern Economic Initiative Center it is now become quite an entity to help restructure the economy of the Upper Peninsula. We used the funds, I think very wisely through admirable preparation so that no one spun of its own entity. We were able, while I was there, to begin too begin to work with the Ford Foundation and those appeared at time from the Ford Foundation told us at the lecture that we were clearly the model for rural economic development in the nation so I say with concern, in terms of what we doing in economics, " Mr. Sinner, what we have done is to help restructure the cracks in other industries the way we gotten even, competitive business and industries have to work together is areas where they could without giving up their uniqueness or their competitive advantage of one another. But they had not seen it go before in a relative rural area. It also meant me to influence with people who could invest money, consider the Upper Peninsula. For example, just as I was getting ready to leave they were ready to announce the linkage with the sure bank, in making several million dollars available in the Upper Peninsula for economic development. That was indeed a mass decustomated actron law, we were waiting to have the new governor(candidate) on board before we made the announcement and got his support and encouragement in that project, which meant then that the actual announcement could not occur until after I left NMU. But these kinds of things have helped change the economic structure of the Upper Peninsula so that at least by the time I left the unemployment rate was less then the rest of the state. Now whether that is going to hold over the long pull , whether it helped the regents develop the proper long range structural change in the economy , time will tell. But even if there needs too be some collection with the Northern Economic Commission Center and the interactive way which states on about what can the people in the regent I think the capability is there the top the region itself ?? in the future to keep the economic structure strong. Not only did all of that help to build the strength of the university financially but also again help the university step into the lead or the lead role as the key player in the entire state of Michigan it also provided us with considerable

political ? that would could go to the legislature then and say that nothing happens of importance culturally, or economically in the of Michigan without any means of being a key player at least being involved in that activity so therefore if you look at us it's almost as if you have another branch of state government there because we are the ones to whom people look at for if they want economic development. We are the ones that people look to if they want government questions if anything cultural happens usually revolves around Northern Michigan University and that kind of strength I think helps us both in the upper peninsula

RM: Now you talked about the university in the upper peninsula what were some of the developments could you comment on some of the developments on campus for instance if you had an interest or your office people around you had an interest in student services, fraternity grow you also during your time you better lighting in faculty offices, for which I'm deeply appreciative of that there was alot of physical change could comment on that how you saw that in terms of this whole process.

JA: Yes again because I think that some these economic dislocations of the entire state the enrollment at NMU had been going down for quite some time part of my becoming president in fact the first year or two that I was there the enrollment slides continued because you don't turn those things around quickly and easily it is compared and talking with a number of individuals on the campus and off that the enrollment issue is one we have to address so as to the university we began to a both the captation and the enrollment management plan of the university we had to completely redo the publication we sent out about the institution we had outside help in getting that done because we didn't have the resources not necessarily the creativity but the resources to do the kinds of complete and coordinated and revising of what we said about ourselves in what went out to the students. The second thing we did was in the enrollment management area when we set up that division of guarding the individual. We began to work directly with counselors and others in the region, there were reps on campuses for the refocus on the counselors of the Upper Peninsula school inviting all of them in to come in as enlisted guests. Involving the ability to talk to them about the programs and interests of faculty at Northern Michigan University, we also asked for the advise of counsel, what kind of problems you are having, if you would probably recommend for the student to come to NMU. So that kind of consultive activity with the counselors, principals, and superintendents in the region also occurred. We also beat out the beefed up the staff, we clearly needed to have a greater presence in the Detroit area, we needed more cultural and economic diversity on the treatment staff, we needed to get them out more, so we began to move in that area as well. This costs some money, maybe we had to but some dollars behind what we were saying it also meant that we had to ask the faculty for their help in looking at the admission standards for the institution. The reputation of NMU at that point had past forward to us five counselors, principals, and superintendents, we were the institution of last resort. The

people could not get an get an incentive to come to NMU . That was not the best reputation to have if you wanted to build a strong academic program and do the kinds of things that the faculty wanted to do either. When we talked to the faculty about this we said that we need to look at admission standards and stop admitting people that had single digit ACT scores, for example, clearly that was evident. What it meant was the people that were coming to NMU would spend a semester or less there and then they weren't able to do the work and they would leave again. We had a revolving door at the beginning of our institution. We also found those people would leave NMU with a debt laying, they couldn't pay it because when they left they wanted to get jobs in the city but they didn't have a degree and things would show up on their record. Our default rate for these people was also high. For any number of reasons we had to begin to look at that issue, the faculty came back and recommended that we do establish some admission criteria, the only thing that I said to them, in that respect, is get the support of the board we must preserve the right to try, help us find guidelines that we can still preserve the right to try, and yet to some fact have admission standards for our regular admissions to the university. They came aback with just that, we established some regular admission standards that combined both ACT scores level and grade point average coming from institutions. Immediately after we entered these the first semester we implemented those, we expected to have enrollment to drop, instead we had the first increase in enrollment at the freshman level in more then a decade. Which is not unusual when you look around and find that when you began to build a quality vehicle for education people will be attracted to come again.

We also did a couple other things under the leadership section, the enrollment director, Jim Masuga, we began to tract individuals and report what happened to them back to the high schools we were the first ones in the state of Michigan to do that and that built the model that now has been picked up not only in Michigan but around the country as well. We would identify individuals from either their level and report back at the end of the first semester and at the end of the second semester to the high school what their grade point average was. The only time that we didn't do that was when we had only one individual from the school , then we wouldn't do it because didn't want to make this identifiable to any individual so NMU could average. But then we could tell them , here is what your students are doing when they come to NMU the grade point average they are producing and here you can compare with the rest of the freshmen class it's the first time some of the councilors have received this information from there school you can't open the dialogue our counsels who are off then the counsels in the school. One other thing we did in enrollment and that was we began to look at high school graduates in every high school in the state of Michigan. We tracked the best we could were those graduates went to school and then we looked at the massive penetration of NMU it's the first time I think that the administration staff has ever looked at what is our ? in terms of our going out and aggressively recruiting and trying to get people

to come our way. If you have a school for example one or two or three people coming the greater the distance the less likely you to have that kind of problems repeated if you can get a group of people to began to come your way then you began the involvement of the future, so we have a target area where we wanted to increase our massive penetration in school that then have to direct the admission staff you can see then what happened is the enrollment at NMU began to climb not only in terms of new freshmen even though we have stiffer admission requirements but constituents rate dramatically increased to freshmen, to sophomore, to juniors, to graduation institution really then getting results that we wanted. Then there were some other things we need to do to on the campus as well to make the campus particularly a pleasant place. University had great resource in its physical appearance but the financial problems created in the state and then also created at NMU meant that in many areas were not able to keep up with the development of the campus and ?a lot of past and present ? of some of the economic ? so when I came the state was in a process where they were identifying money that could only being used for capital improvement and couldn't use it for any other reason we then sat down and ? ? were we were going to ? the campus recognizing that we couldn't do everything at once nor could you under take large projects all at one time in my past experience both in the medical center and in my previous ? I knew that if you had your priorities in order and you began to work on them even slowly utalmiulately you'd get them accomplished and if you wait and have many of the resources to do a given job in many cases you'll never get it done and so on campus we need to look at the lighting issue many of our students particularly female students had felt that the poor lighting left areas of the campus that were unsafe they felt unsafe and if were going to attract students and others to the campus you can't attract them to an unsafe environment so we needed to begin to move on about campus development it took several years to put the lighting project in place but ultimately it did but we got all kinds of jokes of course but the fact that it was done so many people came back and said that a great improve the environment of the campus helping people to feel safe same thing occurred in the sign system. We had people coming to our campus they didn't know where to go where do I find this? Where do I find that? we were running into people all over the campus saying I can't find were I need to go. So we then developed a sign plan again you can't do it all at once but you began to use those plans that can only be used in these areas to began to direct these issues of ? for people who are there all the time and those who want to come to the campus so the sign system has taken place. We also then began to look at two things academically program wide we needed to provide more space for the library we also needed to address the problem with faculty offices Now faculty ? with Michigan State and the lower level of the library or in buildings were they have changed the residence hall into ? but they really haven't done that so they got to do it, faculty offices were not all that good ?? having faculty come talk with students and work with students advisement being made or even faculty being able to do there work there so we found that many of the faculty right or wrong then they need to be ?? not only did

they need to help them along with faculty they needed to provide a place for the things I just mentioned these are going to go to students a place where faculty could work and do research and be accommodated so we can look at the planning where could we find the space that we could have it was a plan that we would not get money from the state to build faculty offices I direct that issue early on I tried to direct several years when I was first there behind a faculty office ?/ and it was particularly not going to be ? it was political thing so then ?? we began to look at only sources of funds that could only be used for physical plant development as a way to re to figure some of the space we have there and use it for faculty offices and that's why we moved into that arena. Theirs one thing that happened while I was there that was fortuitous that we were able to move on where, the benefit did not accrue when I was president, but it certainly has benefited the university since I left and has benefited the university into the future and that is the period of time in the mid 1980's where the federal government allowed what they called an institution to defease the band on the ? ?, which means you could pay them off early for less than the amount that was there. Something like 40 to 50 or 60 cents on the dollar, for the loan on the building. We were able to take from physical plant reserve funds and pay off those reconciled balances. Then we were able to repay the plant fund from the room and board charges that had were ? going pass the loan. But we paid it back to ourselves, to the physical plant. It meant that over a period time we were able to then develop additional projects like the installation of a new phone system. Putting the fiber optic cable in terms of the original net work to two or three of the buildings on campus, by saving this money that had suddenly been going off to pay interest if you will on loans. When they defease bond amounts were paid off and that occurred after I left, it meant that there was a tremendous reservoir of self generated borrowers that the university has that it continued to move forward on its physical plant development. And that as I said it is fortuitous that we were able to perfect on that and it's going to help the University in its long range future.

RM: Could you comment on the Olympic Training Facility and then the subsequent Superior Dome that came with that.

JA: Yes, this has an interesting history, when I came to Northern Michigan University apparently the community had joined the University for several years, back into the mid 1960 early 1960's had been trying to get an Olympic Training center designation for the community or the campus. I had been here about 6 months, in fact I remember the meeting it was a January meeting 1984, when we had the so called community and campus group meeting, and I had been working with that for about 6 months during that period of time. Renewed at the next meeting of the USOC was going to occur that year, in the fall of that year, in spring of 1985. I told the group, or challenged the group if you will, that as far as the University is concerned we had that year to work on the designation if we got the designation ok, if we did not the University is not going to spend any more time or resources or efforts to seek that

designation. It was either go or no go proposition. That seemed to galvanize the group, I think again it may of been fortuitous because it did provide them with a time line and they began to back up from that time line which is what they needed to do. We went to Florida, couple of people, Karen T??? and Tom ????? to meet with the Gains and Site Selection Committee at a meeting later that spring or summer. We got the endorsement from the Gains and Site Selection Committee acto designate NMU as the Olympic Training Center but they didn't really tell us what the bill on that support might be, they just ?????????? over some 30 or 40 applications, we were the only ones ?????????? for the destination. It was only after that we began to understand 13 kind of bill would come through if we were to receive that designation, and its citizens connected to it , and any thing from the USOC and a number of things like that. We than began to work with effective leadership in Michigan, Chrysler Corporation, Ford, General Motors, National Bank of Detroit, the governors office was with us in all of this. So we began to talk to people about what this might mean the long story made short of this year, that one of the times that I was gone in Detroit in January just as the USOC in February to meet with some of these individuals that took up the Detroit News first thing in the morning and read that NMU was going to have the dome construction on the campus that is how I found out what we were going to get. Apparently there had been a deal cut between t he governor and Dominic Jacobetti who for years had supported the idea for a dome football field on the campus. They cut a deal that a part of our dome to the USOEC the governor then would take to the USOC the fact that we were going build this athletic facility on our campus. So I really didn't get a chance to talk to the governor or anyone else about this until I met him at the USOC about two or three weeks later. While we were riding in a van from one meeting at the USOC to another I sat with the governor and said

"Governor, if we build this building on our campus it must be available to students, it must be available to students. I want to make sure that I have your pledge that we can design it that way." And the governor said "Absolutely, Jim, if built on the campus then you should make sure that you can accommodate those kinds of needs." On the campus, of course, this was a political disaster because the campus for many years had thought that faculty had even told them on many occasions that they felt that happen many years before and didn't have to fight it again so they were blaming me for having ? come on the campus and that's all right in the ? of any president things like that happen and you know you don't tell the governor and you don't tell the chairman of the appropriations committee that your not willing to except their gift you just don't do that if you want to survive politically so obviously I was caught in the middle of this, faculty didn't like it the state was convinced that we were going to have it, so what we tried to do then was to design the faculty so that it indeed give us the covered football component that we needed and yet try to design it so that it could serve a boarder interest not only the interest in the ?? but try to make it would have an upper peninsula focus at what it would serving in the upper peninsula so it started a design

mechanism and we got phase one and phase two. Phase one football in with the ? and then alot of other athletic capabilities but we weren't able to finish some of these support environment that would be there and even replace place in different locations some of the other training facilities that we had on campus. In the discussion the community of the city became very concerned that without a lot of many in building that facility that we would no longer be committed to the Lakeview Arena, the ice hockey the ice sheet that were there and early on I assured the state that from early on from my perspective the university would not walk away from our agreements with the city and not leave them holding the bag that would be inappropriate from community relations point of view and it didn't make sense to try to duplicate a facility that had already been abducted and jointly developed over the years with the community so I told them don't worry were not going to do that I said the only thing is down the road if we incorporate and we find we can't continue to work effectively with you then the we must do something else but as long as we can work this out jointly there's no reason why the city should be holding the bag on that kind of facility and I think that was a very positive year but in any event the dome was constructed and turned out to be the largest wood dome in the world, 5.2 or 5.3 acres under one roof, whatever it might be. And ? ? less the University ? ? to do some of the additional work on phase 2, as well. I am really happy to see that. One of the rewarding things that happened, not too long ago I had a chance to talk to one of the very vocal opponents towards the dome and the construction. Who told me quite frankly that all the times in my presences this person fought the dome and fought me both publicly and privately on this issue, but then told me that I want to tell you almost everyday I am walking around in that dome. ? told me that in one weekend, he reported me and I can't believe it is the truth, he said it is something like 16 or 16 high school football games in one weekend in the dome. They literally schedule the games back to back, and it has indeed become a sense of ownership to the entire Upper Peninsula. That is precisely what we needed to do in order to have that facility work for the community for the campus and for the upper Peninsula.

RM: ? ? it has come really a tourist attraction and now it has ? ? that is what I am working on we will eventually have 12 huge exhibit cases actually rooms around the perimeter that will show off the Upper Peninsula so and also send people to those locations from the ? today. So it is working into that, so that is coming about now.

JA: That is really great. I really ? the superior dome to project, it does imply that it is not just a locally owned, locally utilized facility, it is something that the entire Upper Peninsula can feel a sense of ownership inside.

RM: It has lived up to its reputation. Is there anything I have forgotten that you might want to comment on in terms of the History of the University or something that happened while you were in office there.

JA: Yes among the more important things that any campus should be known for, is the quality effect of the programs. It is the faculty that is behind the campus it is the academic programs that deliver on the American dream if you will for the people who become campus students. And working with the faculty and with some good leadership with Vice President Donovan and Vice President Bukhma in particular we developed and refined a review process for each of the academic programs on campus. That is something that if engaged in honestly and ? by the faculty and provide the faculty in each of the discipline area and even the broader campus community with the capability of making sure that the academic strength of the campus remains strong. With out that attention periodically and being scheduled periodically it is so easy for academic programs to probably find some inattention and you simply go from day to day without a broader periodic regularized ? with what your trying to do. So one of the things I am most proud in terms of the legacy of my Presidency would be that. If it is utilized well by the faculty the capability is there for the faculty to keep the academic programs strong.

RM: I guess you sort of answered this, but what do you consider your greatest achievement or one of the more important achievements, while you were president.

JA: Well in what I just said, in regard to what I just said for the opportunity to the faculty to review the academic programs periodically. It is difficult when you are in the eye of the activity when your president, to then step away and to say what is the thing that lacks along the or has contributed most to the development to the University. So it is difficult for me to accept that, I think it will take a period of time and I think it is going to take a perspective of a number of people to see what is there that we did together when we were on the campus. That is going to last and which might of changed the nature of character of the University.

RM: I would just like to make a comment about that and that is as I do these interview with the different Presidents, it is really not an objective ? , you shouldn't deal with a particular administration, because many of the things your talking about I can see the thread that has gone on for many years like Northern being the economic engine that drives the Upper Peninsula, each separate direction this is something Harden was big on and Jamrich followed and you followed and we continue with it today. So it is very important and yes we try to zoom in on one achievement would be very difficult. Because the whole network of things that occur lead to Northern will eventually be.

JA: One of the things that I heard over the years that really resonates with me and I really believe this, that particular President of a University stands on the shoulders of giants that has proceeded him or her. And you never are able to claim credit that you have done alone or perhaps rarely be that ever the case you always standing upon on what the predecessor done and

environment that they have set for you be able take the institution a step further. So your comment is exactly right. This thread that has allowed us to move forward together when I was President of NMU was certainly goals that were sewn years before I ever came here. It was my opportunity to come at a particular period of time and use that environment to help move the University forward.

RM: Have you been back to the campus recently and do you have any comments about what you see.

JA: I was back in the fall of 1994 the only time I had been back, and that was for my sons wedding in Marquette. While I was there President Vandement was kind enough to have a little session with the people I knew on campus and gave me a little tour of the campus. And I was delighted of the changes that occurred. Some of the buildings have been removed that greatly enhances again the external section of the campus and moving forward to improve the environment for the faculty, with the faculty offices. The university center, that renovation has been completed and that so wonderful in the terms of the ambiance that you have in that facility now. The moving ahead with the idea of having the covered walkways, I know that they will be ? again view this as somewhat controversial on campus, but this is something we talked about while I was there we wanted to replace the steam plant we included an opportunity for students and faculty and other suggestions to building the building without having to go outside during the cold winter. I am glad this is at least a type of project that will be ongoing there. And I think that is going to be a benefit as it is used retrospectively once it's done to help the campus. So I was just so pleased. I love to see the opportunity to see the interactive class rooms that have been established thru the learning resource center there. Given the fact that higher education is going to change so dramatically because of the technology that is available. To see NMU and its faculty have this capability and move in this direction. Is particularly rewarding to me. It means they are indeed staying abreast to what is happening nationally and internationally. And I want to commend both the faculty and the leadership on the campus ? ?.

RM: Okay I guess we have just about everything then.