

Interview with James Greene

Marquette, Michigan

September 18, 1998

Russ Magnaghi (RM): Interview with Jim Greene, Marquette Michigan, September 18, 1998. Okay Jim could we start with the first question what is the date of your birth?

Jim Greene (JG): 6/ 18/ '38.

RM: Could you tell us a little about your background, your educational background, and how you got to Marquette and when you got here?

JG: Not sure when I got here, 1970 or 1971 in January. I came here after teaching in Georgetown and before Georgetown I was getting my Ph. D at Notre Dame, before that I was at Des Paul getting my undergraduate degree at Loyola where I was in the master's program but left to go into a Ph. D program at Notre Dame. How did I get here? I think I got here when Craig [SPELLED PHONETICALLY] died in September or October, they made due for one semester and my wife at the time was from Norway, Michigan, and so we were looking into returning to the Midwest and this job opened up so we did it in January.

RM: Had you been up here before?

JG: Yeah, I had been to Marquette. I had toured the prison at one time, and then I came up for a day, we left our only child at that time with her mother took a drive and came to Marquette saw this prison here so I told her I was going to ... I had been to the U. P. many times because I was from Norway.

RM: And then how long, you were teaching in the Philosophy department, how long were you teaching in the department and how did you get kind of focused or get involved on union activities?

JG: I guess when I came within a year or so, there was a AAUP meeting so I went to, I didn't know anybody, and there was a huge splur a sort of full time AAUP people like Less Foster [SPELLED PHONETICALLY] I think there was a fellow in Physics whose wife is very involved in the Humane Society and she also taught here, he was a short fellow I forget his name, anyway there was just a few of those people that were traditional AAUP types but then at the meeting, there were other people involved in the AAUP but not in the same way I guess, Dave Michael, Don McClellan, and maybe John Wattman [ALL SPELLED PHONETICALLY] they would vote whether or not to vote for unionization. The vote was to unionization.

RM: Now was this the first meeting that they had or was this the first meeting that you attended?

JG: First meeting that they had, I don't supposed they have surprise motion of something. At that time the move was to go with the MEA. That's where McClellan wanted to go, to my recollection. So a guy came up from the MEA and gave a presentation, he's a fellow who

worked with K-12 and used to K-12 issues in the MEA approach and then gave this spiel to the faculty and it didn't fly. And so there was not an interest in pursuing a union at that time.

RM: Now this was after this meeting?

JG: Right. And so I was just teaching my philosophy classes but there was still the early 70's and Cambodia and Vietnam, all that stuff, so lots of us were politically involved which made you also interested in local politics and unionization was one aspect of that. Then there was a push for unionization on the part of MEA people, Nor- I can't remember the last name, somebody in Education and maybe in that time George Helthenskien [SPELLED PHONETICALLY] so looks at MEA people and bring that approach back again. And they weren't able to get enough cards signed to call an election.

RM: Now this was after a presentation by the MEA?

JG: Yeah this was years later, this was a couple years later. Because when I came in '70 or '71 within a year we had this meeting that didn't go anywhere. And then some years later, I think those years were years of difficult budgets and cut backs and talk of layoff and so people in education who were used to unions as a solution of getting some job security other than tenure who were interested in doing that again were not successful. They had cards, they didn't work that hard at passing them out. At the time was on the search committee for academic vice president and Jake Vinecour [SPELLED PHONETICALLY] was leaving that spot and the question who will we replace him with. And we worked through that and I think the recommendation that we made was for president of Eastern, Spofford [SPELLED PHONETICALLY] who wanted to come back to Northern and he would currently have to talk to Jamrich and say I want to be a candidate... And so Spofford [SPELLED PHONETICALLY] became a candidate. And he was supported overwhelmingly students, by the committee, by the faculty, and the guy came here, he had been gone, he had been here like \_\_\_ president and he would know the janitors by name, made a point every other candidate that we brought in we all had to wear little nametags, I said you won't need them with Spofford and people overwhelmingly supported him. I thought he would not be good at all, I felt I'm really out of touch with this whole place and I'm at peace because I am so far out of here. You know and we had a meeting, we had to report to Jamrich we were told this would be our final meeting and he came in a said this is not the guy we want to have, he is good at what I do we need somebody internal. I'm the external person I'm the person that... and within 24 hours the cards were flying for the MEA and old timer's \_\_\_\_\_ would run down and sign a card authorizing the election very very quickly, they had all the cards they needed to call the election. And at that point the choice was going to be MEA or no union. And the AAUP which was then identified and said most closely Less Foster [SPELLED PHONETICALLY] we need a couple other people, maybe Jerry Roth, Svitch Koepel [BOTH SPELLED PHONETICALLY] had a meeting and they said maybe we should offer ourselves as an alternative to the MEA, people are going \_\_\_ we got to do this but we should do it under the AAUP rather than MEA, and so then the decision was made to get the signature to get on the ballot, which we did.

RM: So this means you were going to have the AAUP as a choice and the MEA as a choice?

JG: Or no union. And the election results were, we had plurality as I recall, the non-majority. And so there was a run off between AAUP and no agent because that came in second. And then the MEA people that voted for the AAUP. I always remember them counting the ballots the first time, we had a representative there, I can't remember, and I guess they counted them and we had the majority, but Jamrich said count them again and a guy from the Michigan Labor Association said you watched me, that's it. So we then were organized. After that next election we won the election after some screwing around, are the department heads in or out. And it seemed like we wanted them in and the administration would say out, we would say out they would say in. Just a way of dragging out the process. Then there was a campaign, canvassing around asking people why, what do you want what do you need, try to meet their needs...

RM: Now was this canvassing or coercing the amateur before the election or after?

JG: Especially when it got to be a runoff between the AAUP I think was when he was going around and he did the campaigning, but he heard about that we won, I got called in because I was president of the union and I got called into the vice president's office, and said that they would not negotiate with us until we had a complete package as far as salary demands, our governance issues and I said alright, and he said I want it all costed out. I said okay, I will need the list of all faculty members and how much they are makings so that I can cost out our proposals, and he said you can't have that its private, and I said how am I supposed to calculate the cost if I can't have the numbers, and he says it's your problem. So I said to him, sign your release statement and allows you to get my salary up to what we are asking for, to do it. So it depends on how it's worded, and I said you write it, any way you want that would satisfy you and I'll go out and get the signatures from every faculty member on this campus. Which I did, this was a great recruiting technique because I'd tell people, I'd say like it or not we represent you we are going to determine your salary, if you've got a complete package and have it costed out then I can't do it without your salary. So people were ticked off for that and actually joined the union now they are getting signatures for getting salaries but that inspired them to join the union which is a great way to join the union. This way very helpful at times, building a union.

RM: Now this was now this point you were dealing with Faulknan [SPELLED PHONETICALLY] as,

JG: As vice president and Jamrich as president.

RM: Okay that was the beginnings then and you were the first person?

JG: I was the first president.

RM: And then what, did you, how did the negotiations go in that first round?

JG: They were something. We used to have garden council meetings all summer, we had one in the spring, meetings would go four hours, five hours, at the time and a lot of people were involved, John Kiltner [SPELLED PHONETICALLY] and all kinds of people were involved. Committees writing up proposals and all kinds of areas, it was a very long time and trying to then vote on these things for the long debates. It was kind of inspirational in a way, you just felt like you were doing something, it was not, now the AAUP is more business-like. \_\_\_ council

meetings go usually an hour, hour and a half, but those days it was just a tremendous amount of time, some people would... We created a negotiating team that I think beginning people who were, Don McClellan was chief negotiator, he had not been involved in the organizational efforts, he had been involved AAUP early on and was just into other things but when we looked like we were going to win he said he wanted in, and so he was selected as the chief negotiator. Other members which were Temple Smith [SPELLED PHONETICALLY], Rich Wright [SPELLED PHONETICALLY], Barney Avril [SPELLED PHONETICALLY] and maybe John Saury [SPELLED PHONETICALLY] at that moment. Because Bob had a sabbatical or something coming up and he was going to go stagnant in January, so he negotiated for half a year and then left, and then John took over. But first meeting of the negotiating team was at Don McClellan's house, Goldsmith, maybe it was Goldsmith, he was something Chairman of \_\_\_\_ or something? Then there was someone who turned up late for a meeting and one of the persons said lets fired him for being late! I thought boy man had be gone the friction on the team is already here. Temple Smith [SPELLED PHONETICALLY] he wouldn't join the union, he was not in the union he was not a negotiating team, he went to mediations talking to the mediator, if there was a strike I'll be the first guy across the line, and the mediator was looking what kind of \_\_\_\_ is this? We were thinking demands such as we wanted a longer work semester, we wanted more weeks in the semester. He says that's what the other side wants? I said no we want to work more weeks, for more money? No the same amount of money, and he would just shake his head this is not the usual way things have negotiated. It was an interesting team, and they negotiated. He was very \_\_\_\_ a lawyer, what's the fella's name, Tom Houstles [SPELLED PHONETICALLY] was at that time, a brand new lawyer and was learning the ropes from Jim Tobin [SPELLED PHONETICALLY] who was, did the negotiations, they took a pretty tough line with us saying that there wasn't enough coverage issues, they were going to have to probably, they really didn't have much in the way of agreed stuff that and then John took over and negotiated into the spring and then actually near the end John was leaving, I don't know where he was going, contract and I became the certain who would make sure all the words were right and stuff like that so, that was very difficult, enormous number of hours of negotiation... Sometimes I think in the fall that we were negotiating almost into, lots and lots of weeks, long weeks.

RM: Now was the reason for the length of these meetings caused by the fact that you had never done this before you didn't have a working document or was it that the other side or maybe even some of your people like Temple Smith [SPELLED PHONETICALLY] were kind of putting a monkey wrench into the...

JG: There was a lot of things, you have no document to work from you start from scratch you have to negotiate everything and the feeling is if you don't get it in the first contract it gets much harder in later contracts. So you are trying to do all these things that was number one. Number two, we did it ourselves by large, that is if you are the MEA, if you organized under the MEA, then would send a representative up here and he would do the negotiating for you, he wouldn't give advice about what you cared about, things like that, but he would sit at the table and he would be a pro, knows what the conventions of negotiating's are, how you talk to people things you do and so forth. We weren't like that. We didn't have anybody negotiating for us except

ourselves. It was Bob and John sometimes, it depends on how you negotiate, some people when I negotiated contracts I always preferred that I do all the talking for our side, and I always would sit down with people beforehand and say here what I am going to do today, here is the kind of arguments I'm going to make, here's the things I'm going to do, do you have any problem with that? Then we would have our discussion if they had any problems, and if you had a real problem with what's happening as things go back and forth, I want you to be able to call a break and be able to talk about it. I said I don't want you just interjecting stuff that I don't know what it's going to be, anything like that, I don't want any surprises that I got to deal with. But I think in that first team there was a more, Temple would have things, you know, so different technique, and I think that it is typical of first contact negotiations, you don't need to be nice because people are very passionate about wanting change, wanting, two the person you select as your chief negotiator is usually a person who carries a lot of emotion, people see him as the person who will take those guys out and that he feels he's got to speak the truth, to the powers and that can take a while you know. As you give speeches about things how, so I'm sure, that you, and you tend to buy the conventions at times because you don't know how the conventions are, you don't know how they do things, that aren't conventional you don't know the conventions they seem insulting to you and you get outraged and they think jeez this sort of thing just the sort of thing that went down in the negotiations. So you have those kinds of, it might be something that is conventional which you are not anticipating you see that as outrageous and on the other hand you may do things that violate certain conventions which outrages them and you didn't think it would be a big deal, so there are all those kinds things which ball things up and get people mad, and you begin to have personal struggles with people at the table, that makes things even longer because then you are working through that besides the issues. So it is usually a good idea to try and establish a relationship with the person, that it is not personal to you on the other side, we focus on the issues because really what you are negotiating with when you negotiate is you are negotiating with people under the table, these are the messengers. And when faculty negotiate with administration faculty has far more authority in terms of, I know that if I go to the table that if I agree to something I can sell it to the faculty, so I would \_\_\_ they on the other hand they know they are not in that position, they've been giving certain marching orders they think well I can stray from this, can I sell up to the president, can I sell up to the board? I better go check it, so then they go back and check. Especially on the money, they were told we can offer them this, we don't accept that, so are you going to offer him a little more, well if you offer a little more and if the board doesn't agree with them so they constantly have to go back. So the nature of the relationship is the fact that negotiators have a lot more power, they get frustrated with the other side because they don't seem to be able to ascent when you want them ascent, they have to go back, it drags on. So we were always, new proposals we got our proposals in faster because it's us, it's just negotiation and checking with the bargain council maybe, the other side's got to check with the president who's got to decide whether to go to the board or not, we assist them more from the board \_\_\_ process.

RM: Was there, when these negotiations were going on since you were doing them for the first time, was there also a problem not knowing, they not knowing your bargaining group and you not knowing them in terms of personalities and how they would act in this negotiating setting?

JG: Yeah there, I mean, yeah there was one story people always tell and that's, they were negotiating one time and Jim Toblin [SPELLED PHONETICALLY] was an experienced labor negotiator who, like most experienced labor negotiators doesn't get angry very often. And I remember Bob was making a point to him at one point, and he wasn't responding the way Bob thought he should or fast enough and he had his pencil in his hand, and Bob said, if you can't think and hold a pencil in his hand tell him to lay the pencil down, and Jim told him he said, we'd like to call this for a vote we heard the story from the other side later on and Jim Tolbin [SPELLED PHONETICALLY] was not happy about that, he said we are going to show them something. So you could have episodes like that,

RM: Which then could divert the negotiations for the day or something...

JG: Well there's a lingering, you don't still want that to happen and I remember later on, after that first contract, the next year Bob became president of the union and it was about a year and a half later and I became chief negotiator and we went to a seminar at U of M, for labor negotiations, he and I went down and they engage in model negotiations and you get lectures and stuff like that and I always remember them saying, everybody in the room was a lawyer basically, most of it was management that was there, so we tried not to tell people who we were, faculty members, because were not a lawyer, if you work in teams you are assigned to people to negotiate contract and so oh just watch, and so you just try to say I'm based in Marquette, but anyway, I remember one of those guys was giving a lecture, a lecture on how to deal with first contracts, he said even with the first contract, he says... there is emotion issues that have driven them to this and they are going to pound the table and get exercise about this and that and get passionate speeches and he said just let them talk, don't get mad just listen to their passionate speeches but, someday when you really want something then... because you have been calm all this time they have given all these speeches, then you decide to use your anger strategically, very effective. Because I remember in the first round of negotiations I would sometimes go to the table and I went there one time and this was, must have been March April maybe May, something like that, and Jim Tolbin [SPELLED PHONETICALLY] made an offer financially and said you got one week to take this offer, if you don't take this offer, we are withdrawing it and you get no increase in pay for the year and we will just add it on to the second year good evening, that didn't make us very happy at all, and negotiating team \_\_\_ said maybe you better see Jamrich yourself, and I said alright, and I decided I wrote him a letter, and I said this is what happened at the table, and I think this is destructive of the process and damaging to the university and I would guess that it was done without your knowledge because I know you have the best interest of the university at heart, negotiations aside, and I assumed it was a misunderstanding... on the other hand if you do know about this and this is the kind of tactic that you wish to employ, I would like to inform you the list of things that I am about to do in response to that, we will boycott graduation, hold demonstrations, so I go over to his house, knock on his door Sunday afternoon handed him the letter and he said come in and talk about this, I said no, I think you better read this by yourself first and then you can call me later on. And he called later on that night and said Jim I don't know how, mixed up, and I told him well that's what I thought, and he said how can we solve this? I said well let's see what we can work out. So we started work out in terms of a settlement and then he said you got to use at the table just keep the negotiators, Glen

Stevens [SPELLED PHONETICALLY] or Jim Tolbin [SPELLED PHONETICALLY] we will send this back to them and have them work this out on the table and that's \_\_\_ the first contract...

RM: Now once you had the contract did things just kind of run smoothly...

JG: No, no, no. We settled a contract in May or something and it was in place, it was a two, I remember Jamrich said something to me, he said well, oh I know it was a two year, I guess he proposed it a three year contract we already had one year, one year was already gone and they were offering most of the money in the third year, and I said I wanted a two year contract, he said this is not enough money, we are going to come back, I said okay and he said I think we should congratulate the teams make a joint statement here congratulating the teams a good job, I said you want to congratulate your team you congratulate your team, I said we didn't get enough money I'm not congratulating anybody and we are coming back the next time. So we did that and started the next year, we were in the second year of the contract by then which was going to expire so we had to start negotiating again, in January he gave these enormous raises to Glen Stevens [SPELLED PHONETICALLY], Don Heiken [SPELLED PHONETICALLY] all these administrators got huge increases in their salary 3-4 thousand dollars into their base salaries and he told... you know this looks like there are really\_\_\_ and I am thankful for that because it inspired us to realize that we...

RM: So there was a lot of, I mean you had to be watching this and on top of the interaction here even [talking at the same time] to then respond in some way,

JG: We focused the first contract out of governance that was one of the big things that pushed most faculty,

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JG: There was real anger about governance for example the employment of the vice president over the catalyst was backed, all this work on selecting someone and then the president just announces that he has chosen someone else. Remember the process was worse than that because after he turned on Spofford [SPELLED PHONETICALLY] he said look, there is a lot of people on this campus who could be vice president he said Dean Haye [SPELLED PHONETICALLY] right here, a member of our committee, Howard Swank [SPELLED PHONETICALLY] member of our committee, Tom Verk [SPELLED PHONETICALLY] member of our committee, I was insulted I was the only one of the persons who he didn't say could be vice president, he said they could all be vice president and he said so could Don Hieken [SPELLED PHONETICALLY] or Gene Whitehouse [SPELLED PHONETICALLY] or Bob Frank [SPELLED PHONETICALLY] he named these people, and he said go back and do it again. So we did and we ranked Don Hieken first, Gene Whitehouse second, those were the names we sent out, and we all had gone to him individually explaining to him one person at a time why this time, Bob then would not be a good choice and we sent them a report and we didn't hear any response and that May graduation

he introduced the new provost vice president of the university Bob Glenn [SPELLED PHONETICALLY].

RM: That was the official announcement?

JG: Yep, yep.

RM: Nothing before?

JG: Nothing.

RM: Oh my word.

JG: So there were all kinds of conservative nonunion people were signing MEA cards. So the issue was governance and to meet the needs of the people who were maybe not the \_\_\_ said they would negotiate a contract based on governance which we did, we got a little bit more money so second time around we went for more money.

RM: How did those negotiations go?

JG: [laughter]

RM: Better?

JG: No crazy in their own way, crazy in their own way. That's time that we almost struck, there was a huge fight amongst the faculty split between McClellan and myself because we negotiated and we went into the summer, and I was just adamant that you know I said here is where we are, I mean I did a lot of analysis of universities books and said you have a lot of money, the administrators are highly paid, we're paid terribly and the pace wasn't moving much from high demands so we called a mediator. And Bob had been away for a good part of the time we were negotiating he came back when the mediator was there. And he didn't know certain things we had discussed and settled on and actually the mediator got confused and thought that we were ready to settle and McClellan was the only one keeping us from settling and really it was not that way at all. Part of it had do with that was the time when retirement, the university had to pay our full retirement at that time and the question was how much of that to count, another issue was they were offered to us whether that included or did not include the increased cost for health insurance which was rising at the time. But anyway, it was a messy session with the mediator in which there was confusion about what was holding things up. That was my issue. That was the same session or a different one, we had a lawyer from downstate from Western Michigan a guy name Specter [SPELLED PHONETICALLY] I think, and he had done a lot of labor negotiations and I think he treated us as just a small pump operation, and we told him what we were and all of this and he met with us and \_\_\_ we talk to him a while and he said, ah this, he left the room, he went down and knocked on the door on other side and called Glen Stevens out and sat down with him and they worked out an agreement about what the contract would contain in terms of money, he came back and announced to us what the agreement was, and that was the last time we saw him, we got rid of him. We said that's not the agreement, we have not agreed to that money, and if you promised him you would get us to accept that you just made a big mistake. So we fired him, and continued to negotiate and then I think the, it would go on for quite a long time trying



to negotiate this stuff, it was mostly over money at that time. And I remember, near the end, and but of course remember there was a lot of anger at the administration for lots of things and you know Bob had his own history of struggles with them. And the first contract I had intervened at the end, remember I told you when I saw Jamrich and worked out the deal...and as we went on in these negotiations I, we were getting closer, but also the faculty was getting more agitated. There was talk of maybe getting the strike and that thing and Bob and some of the other people I think we are getting very enthusiastic about the strike, so it seems like around me some of the positions here were becoming more militant, leaving me with not much flexibility, so I was getting concerned about the environment. What happens in negotiations is lots of times the faculty is angrier than the negotiating team, because I go back and I try to jack them up, I try to say that \_\_\_ some outrageous things that they said to me, get them to support you and take votes, we vote to consider a strike, 95 percent vote for that. We vote to consider preparing for a strike, 95 percent vote, you take these votes and you are able to get closer and closer. And so people are more up to it they are making signs they are planning this and that, we are meeting with labor unions around the city to see if they will support us. But as negotiator you know, you know you are going to make a compromise somewhere, you know, you know you're not...but it was getting such that I felt a lot of tension between the executive committee and myself, somebody get out of line here I want to make sure we both agree where we are. So then we are going to this session, we had a strike, we finally got to a strike instead, whatever morning it was, Tuesday morning there will be a strike at seven o'clock in the morning unless we settle. And so,

RM: Excuse me, how long had the negotiations been going on?

JG: Negotiations at that time we decided that we weren't going to go through another year like last time negotiations, this was going to be settled in the fall, early, so that we could strike and if the students didn't like it they could leave, we want them to have potential of students leaving so they would feel some threat, some loss. So we tried to bring it to a head before the first week of class. And we worked very hard in the summer to do that and I remember that, so we were going to this last session of negotiations, we had some meetings there was some tension, so I said to the negotiating team I said I'm going to call McClellan in here and we will all sit down here and we will ask ourselves, what is the minimum we have to get in order to settle so everyone will be in agreement okay? So there is no mix-up about what we need. Call Bob in, sat down went over this decided how much money we needed, we needed this we needed that, agreed. We go into the negotiations and we negotiated well into the night, and actually we got more money than we had set out as our minimum, we exceeded that and about 3 or 4 o'clock in the morning we were still stuck on agency shop and everything because we wanted agency shop which is important for the union to be able to finance itself, they don't like agency shop, I said no agency shop we're out of here. So we left. And I don't know somehow we got a call back in early morning, I don't know 6 o'clock or something like that, and they agreed to do it. So there was no strike, you know 7 o'clock in the morning come over there, the faculty had this big meeting set up at 7 or 8 o'clock in the morning saying we've reached an agreement, and then we sat down with the executive committee to go over this, and when \_\_\_ I said Bob we had this meeting there was some misunderstanding about things and I came in and Dave Olson [SPELLED PHONETICALLY] had not been there all summer long, and one of the things we agreed to at one point was this

offer, one of the things we agreed in the previous contract I think it was, was that we would pay a certain percentage of any increase in cost of the health insurance. And we didn't get that out this time, so I said what's the offer, and I said we go this much, we still have to pay health insurance? We still have to pay part of the potential increase cost in health insurance, and I said yeah, because that was settled in May and Olson [SPELLED PHONETICALLY said if that is still in there, then I vote against this contract. And then Bob said well then maybe we don't have a contract here, and I'm sitting there I had negotiated all night you know, I sat down and had this agreement, I thought about what we needed and suddenly they \_\_\_\_\_ and it got nasty. And I remember telling him, they said maybe you ought to go back and get another half percent, and I said I'll tell you what I'll go back for, I'll go back for 3 percent, I'm not going back for half percent I'll go back for 3 percent, and I will sit out there in the snow until we get it and you all will too, but that is the only way I'm going back, if I do something... everyone was swearing finally they told me they said maybe we should have this debate without me in the room, they asked me to leave to go sit outside in the hallway facing Jamrich by the bathrooms I was sitting out there I remember, John Ottman [SPELLED PHONETICALLY] came out there one time he was going to the bathroom and I said John come here, and he said why, and I says tell those sons of bitches they got fifteen minutes to make up their mind and then I'm leaving. And the executive committee voted not to accept the contract and they called a general meeting with all faculty to make their recommendation, it was this huge meeting which mostly every faculty member of the university was there and we gave our positions and the faculty voted to support the contract. And so we got that contract. But there was all kinds of little pieces left over you don't get everything, not all t's are crossed or the I's are dotted and you go back there and Glen Stevens [SPELLED PHONETICALLY] and I did the negotiating and he said no no that wasn't included and I said yes it was, \_\_\_ and I said lets split the difference, I said I cannot give up one nickel because if I give up one nickel I got people back there who would said you didn't get the contract you wanted to so it got very hairy with all those things and the other thing that kept happening is when we weren't getting what we wanted I would just say we can't get that and Bob would call, I would say, Bob wanted, was interested in doing a thing like I did with the last time so he called Jamrich and said there was a problem and Jamrich and Jamrich said that's not a problem we can make an adjustment on that, but again he told Glen Stevens [SPELLED PHONETICALLY] he'd go back to the table and Glen would have his position and I'd say Glen you were supposed to give me this its already arranged and he would said what are you talking about? I said Jamrich told that to Bob. He what? He would leave the room and go out there and make a phone call and come back sheepishly and say, alright. This didn't happen once, this happened 3 or 4 times. So that went on and I remember in the end then when I was \_\_\_ trying to cross the T's without the I and having little disputes about this money and that money and Glen Stevens get frustrated and he said you are never going to get anything, and I said that's why... I said well I am going down to see the president, to settle this. He said go ahead, so I went down there, I was talking to Jamrich in his office and he got a phone call, I said to Jamrich I said listen, all I want to do is settle this thing. I am perfectly comfortable with you and Bob, Bob talks to you, you agree with him its settled, settle at that level, \_\_\_ president, I don't need this its already off the table, and he said that's not going to happen, \_\_\_ right here right now we are settling this and this is how it is going to happen.

RM: Oh my.

JG: Yeah.

RM: Now Bob was just on the negotiating team?

JG: He was president of the union, I was chief negotiator.

RM: Does the president take any precedent over the chief negotiator?

JG: It's just, it's just a very tricky thing.

RM: Especially just starting as time went on,

JG: You don't get yourself in those kinds of situations, sometimes after a while you do things, if things don't happen at the table sometimes you want to create another channel. You know you use that, especially if like when they had their lawyer there a lot, that law firm specialize in having their contracts no pass practices \_\_\_\_ so if you are going to get anything you got to get the lawyer not there, because it is more of his interests in some ways then the university's even, they're hung up on certain things that mark their firm, so sometimes we negotiate we take advantage of a lawyer who isn't around and try to tie things up when he wasn't there because he had interests that were not as strongly felt as the university administration. But I remember in the end, Glen Stevens [SPELLED PHONETICALLY] was so angry at how he was treated by Jamrich he'd come in sometimes and say what's our offer today, we had a phone there and I told \_\_\_\_ I just been talking to Jamrich again and he said what? And I was just kidding him and then I said what the offer was. So in the end, the attorney committee was angry with me and the rest of the negotiating team up in the union because we had split in order to strike and Stevens was mad at the central administration. So usually after negotiations there is kind of a party for the negotiation team for all of your work but you know the union wasn't throwing us any party so Glen Stevens [SPELLED PHONETICALLY] threw a party for the two negotiating teams at his house, so we were over there and all complained about his leaders. [Laughter] Yeah.

RM: So that was the second time?

JG: That was the second time.

RM: And then how did the other ones go or how did things go after that, were things pretty much set after that?

JG: No there was,

RM: We are also going to have, at some point going to have another president coming in.

JG: Yeah, yeah, yeah we had Appleberry there was one other bad contract with Jamrich where McClellan was president again and people wanted to negotiate a contract again and I said no way in the world it almost killed me, because at that time when you were, remember I was president, there was no release time, I was chair of the bargain council, grievance officer, taught four courses, had no secretary, I guess I had three secretaries they kept quitting, and you know I felt like I was going to die I would until 3 in the morning and I would go run until 4 and then I would

get up at 7 or 8 and I did that for a year. And the second time when I was negotiator we had release time, that was one of the things we fought for, we got two thirds release time that was great, but still had had this big fight and there was struggles, and I said no it's somebody else's term and they said what if you paid me, and I said no you shouldn't pay anybody because that changes the nature of the relationship and they said well we are going to pay somebody and they said how much would it take? And I said a thousand dollars... they said yeah at some point... they said 5,000 dollars and at that time it sounded like an enormous amount of money. So I remember, I said okay I'll do this. And but there was struggles again between people, the union and that was the money they told me they were going to give me. And so they invited me, they had a selection committee it was Bob \_\_\_ and somebody else and they invited me into their office and they said well we would like you to take the position of chief negotiator and I said okay, just going through the motions I thought, and they were offering me 3, 000 dollars, I said thank you very much but I said \_\_\_ I'm not interested, so they made a counter offer and I said I don't bargain. And so then Wheelhouse [SPELLED PHONETICALLY] negotiated that contract because I wouldn't do it.

RM: So that was what, the third one?

JG: That was the third one I think and Neal [SPELLED PHONETICALLY] did that one. And then there was the, before that I negotiated it had a clause in it, it had a lot of money in that contract, there was another clause in it that said we get a line item money, if nobody gets line item, we work with Jacobetti and he says I'm going to give you faculty money because you are so poorly paid this line item we get that one top of the thing we built it into the contract and checked with the lawyers is lineage okay and so forth. And Bob and Dave Goldsmith [SPELLED PHONETICALLY] and Canny [SPELLED PHONETICALLY] and them even after the strike because I was out of that loop because I had not \_\_\_ with union and Jacobetti came through with 360,000 dollars which at that time was like another 8 percent on top of what we got and I said to them I said throw a party for Jacobetti thanking him for giving us the money. And they said we don't need to do that and I said listen, I talked to Glen Stevens [SPELLED PHONETICALLY] and he tells me that they don't think that money is ours, if Jacobetti says it's ours throw him a party, thank him, get him to say it is ours. And he said you are out of the loop and I said okay, okay. And now and then of course Jamrich announced that the first week of the year we had this special line item money and there was much \_\_\_ involved which is left over is 90,000 for the faculty salaries. At one point in arbitration we were offered 200 and some thousand dollars the day of the arbitration and I was the only witness to testify to the faculty, but since I was at odds with the executive committee they wouldn't talk to me they never used me as a witness and I didn't know about the offer at all and they claim they couldn't accept the offer because I would criticize... so they didn't accept the offer of 200 some thousand dollars and lost the arbitration.

RM: So this sounds like a very very complex situation not only the [multiple voices at once] the dynamics within the union.

JG: Right.

RM: Now what happened with Appleberry?

JG: The fourth contract or so in comes James Appleberry.

RM: That's about '83.

JG: Right. And Canny Bates [SPELLED PHONETICALLY] negotiates that contract.

RM: Now was that contract under, did the negotiations, didn't they begin before he arrived?

JG: There was one contract that was, I guess when, before Appleberry came we were, had shortfall and John Kilton [SPELLED PHONETICALLY] was president who was very principle \_\_\_\_ share his burden, and I was too willingly, and he said Jamrich if there is a real financial crises declare financial exigency and faculty will carry its load. Which Jamrich said oh, so he did, and they wanted us to give back our 9 and a half percent raise in this contract. And there was a bargain council meeting called in which this was explained to the membership when I was there, I was not a happy camper, it was clear people vote against giving that back and I said let me negotiate this. So I negotiated with the administration over how much money we had to give back, in fact I find money here and there thinking of different ways to save money and going on and on shifting people around positions. Dave Carlson [SPELLED PHONETICALLY] could teach some in the CG 110 in the business school and different things, one third of the faculty is pink slipped at that time. John Barrons [SPELLED PHONETICALLY] went away to become a librarian in his department,

RM: Okay but that was the way, that was some of the creative,

JG: Right, ways of trying to save money. So we were going through all of this, negotiating all of this trying to get it done and Glen Stevens [SPELLED PHONETICALLY] who I was negotiating with was looking beyond Jamrich because he was going to be here beyond Jamrich, Jamrich is looking for a way to end his last year, this was his last year he wants to go out with some kind of good feeling. Glen Stevens [SPELLED PHONETICALLY] says we need to face up to making these cuts we got to think about just the short term the long term we got to make adjustments. So anyway we are doing all of this creative things and Glen Stevens [SPELLED PHONETICALLY] went away for Easter or something so I had a chance to talk to Jamrich directly and got thing done that I couldn't get though Stevens, but the last thing hanging us up was one faculty position that I couldn't solve. June Parsons [SPELLED PHONETICALLY] in the Physical Education Program who of course is Jamrich's daughter. So since he was leaving, the business school was getting uppity and said, because she was in P.E. and hadn't finished her degree but she was running computer store downtown was quite competent in that area so my move was to move her over to the business school and teach those courses and the business school would say things like well we will think about this, we are not sure she is qualified, there may be a conflict of interest here, they were not agreeing to this switch of faculty over there. So I meet with Jamrich and I said this is one person June Parsons and I would talk like it was another faculty member and it was holding us up, finally he just called over there and said, cut out screwing around. And they accepted her, the king was not dead yet [laughter].

RM: Now this was before he left, so we had to keep our money, but then the contract sort of expired and we wanted, Appleberry coming in wanted some labor peaks and so Hieken

[SPELLED PHONETICALLY] sat down with Carlson and we negotiated a one year deal. As soon as Appleberry came on board there was a,

RM: Just finished off this contract that had been negotiated,

JG: Yeah we were the last year of something, I forgot what it was exactly but I know that Appleberry came in and he appointed Don Heiken [SPELLED PHONETICALLY] and he and Neil Carlson [SPELLED PHONETICALLY] negotiated this sort of one year deal.

RM: When did the thing with the trouble with Mercer [SPELLED PHONETICALLY]?

JG: Oh Mercer [SPELLED PHONETICALLY] came in the next contract.

[TAPE ENDS ABRUPTLY]

[END OF INTERVIEW]