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John W. Porter Oral History Interview, 1998 April 23

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EASTERN MICHIGAN UNIVERSITY
HISTORY

INTERVIEW
WITH
DR. JOHN W. PORTER
Seventeenth President

April 23, 1998's interview with Dr. John Porter. President Emeritus of Eastern Michigan University. And I hope this is...we're going to move the microphone a little closer. It's a pretty powerful microphone so it should pick everything up. It should pick up everything we are talking about.

LNS: When did you come to Eastern?

JWP: Well, I started at officially in September of 1979, although you may recall, I unofficially started in June of 1979. I came down and worked on campus every day during the summertime so that we could get a head start on our Decade of Advancement. So those months in June, July and August were very, very important in walking the campus, getting acquainted with the people on campus. Trying to develop some strategies. So unofficially, June of 1979, officially, September of 1979.

LNS: And when you came, you had applied for the position, or you were sought out and there was all kinds of controversy going on at Eastern surrounding the University and its future. Do you recall any of the particulars?

JWP: Oh, I think it was a fascinating time. In fact, a colleague of mine who went to Albion College with me back in the 19, early 1950's, '49 - '53. Was the Warden at Jackson Prison at the time that I became President. As you know, I was the State Superintendent of Education, had been for ten years. And during the latter years of the '70's and the Legislature, particularly the Senate Appropriations Committee had basically made the decision that Eastern Michigan University would have an enrollment in 1990 of 10,000 or less students and therefore it didn't make good State policy to have two Institutions within four miles of one another. And they sent the Warden of Jackson Prison whose name was Charles Anderson and some of his Deputies to the Campus to see how they could retrofit Eastern in the late 1970's into a State Prison. And that is, and I hope that history will record this, that is my entrée to coming to the Campus. You could just picture the Legislature feeling that Ypsilanti should be where they would put a new prison; therefore they wouldn't have to go through all of the infrastructures. And some of the difficulties that Eastern was having at the time was a declining enrollment for the entire decade of the 1970's much which some of us think might have been a result of the Collin's circumstance in the early 1970's and a few other situations.

LNS: What might be some of the others reasons for a downturn, as you look back?

JWP: Well, the expansion of Central Michigan University and Western Michigan University out-stripped the expansion of Eastern Michigan. The records are very clear that if you, as one studies the records, it's clear that Western and Central, in particular, along with the emergence of Oakland

University were moving in positive directions because of the leadership that evolved and Eastern didn't seem to be on that particular track, for whatever reasons. There are a lot of reasons that were being vented around in the State Capitol where I was. One of which was the Social League.

LNS: Did Race play much of a current in this?

JWP: I think the perception in Lansing was that Eastern had an enormous and enormously large minority population. When the truth of the matter is the minority population was never much larger than it was among any of the other campuses. But, in the whole southeastern Michigan versus out-state phenomenon, I think, played heavily as one of many issues. The changing of the Presidency was strained during this period of time, if you may recall around 1974; it was not a very inspiring time. When did you come?

LNS: '75. The record says...well you know what I'm saying. You gotta tell us a little bit.

JWP: Well.

LNS: Brickley had come and put a weight fully down on the chair, was running for Lt. Governor.

JWP: No, I think it all happened before that. I think it was the Sponberg tension with the Board and that was not a pleasant separation. In fact, I think it was a lawsuit.

LNS: Well there, it was a lawsuit. I say this sort of, this is going to be on a tape for posterity, I would assume, but, when you look at the newspapers, it wasn't much about what was really going on. Sponberg comes to the meeting, resigns and basically, that evening, suffered some acute difficulties, is hospitalized. People think he had a heart attack, which he didn't, but nonetheless, had come at a tremendous period of tension for him and there's all kinds of feelings that contributed to his demise. Some regarding problems with alcohol abuse, not staying focused on the agenda of the University. The Lawsuit, as I understand it comes later on when the University hasn't released certain funds because they claim that vacation days, they claim that he had used them, etc., Mrs. Sponberg then files a suit apparently over the fact that they charged him for the Presidential photographs that he took which were part of what belonged to him and that he was charged, the vacation days were owed him. The University loses that suit, subsequently, or settles.

JWP: And just for the record, and I was a part of this.

LNS: How were you a part?

JWP: I was part of this because I was asked by the incoming President who was the Lt. Governor and who was appointed President of Eastern Michigan University, James Brickley to be the Commencement Speaker in 1975. And I was a State Superintendent, the Commencement Speaker and they, and people were throwing eggs at the Processional. Literally! And I remember one of the fellows who worked closely in Athletics after I became President was the Senior Class President. What was his name? Black fellow, they selected?

LNS: Leonard Polsey.

JWP: Leonard Polsey was Leonard Polsey was the President at the time. Then I never will forget that as the Commencement Speaker and it was all this tension and all these picket signs and, I couldn't quite figure out why there were these picket signs and people throwing eggs and this tension. But, I was the Commencement Speaker during that period of time and having experienced in Lansing all of this other discussion and some of the, Senator Zoller and Senator Lane who were the two big controlling appropriations people. One a Republican, and one a Democrat, one from Benton Harbor area and one from Flint. In those days, there wasn't egalitarian legislature. It was just one or two legislatures who ruled the roost, set aside one or two on the House side and frankly, one of the powerful people on the House side, happened to be a person from the UP and there was a lot of money being funneled into the Colleges up there, which also was a drain and you know, and it was a very trying time. I say that because with the internal tensions on Campus, with the declining enrollment, with the State saying that the Institution should probably be closed. With the environment the way it was and with the within this same period of time, I would say, no longer than a three-year period of time, the President of the University citing that that wasn't really the kind of work that he wanted to be involved in and therefore, decided to run for the Supreme Court.

LNS: No, he ran for the Lt. Governor.

JWP: Lt. Governor. He ran...he went back to run with Milliken. That was a troubling period of time for Eastern and that's when I showed up and a lot of people were saying to me as they did, incidentally, when I after retiring ten years after that and as far as I'm concerned, a very successful ten years primarily because of people like Larry Smith who is one of the Vice Presidents.

LNS: Who is interviewing you today.

JWP: Who is interviewing me today. Well, no. If you know me I wouldn't say that if I didn't want the record to reflect it. Because we did make a lot of changes. It reminds me, after I retired in 1989, the Governor and a lot of the business people asked me if I'd take over the Detroit Schools and people said well why in the world would you want to do that? Well people were saying to me in 1979, why in the world would you want to go to Eastern? That's the last place you would want to go in.

LNS: When you came, there was, in the Presidential Search, there was a Presidential Search that had been aborted because of all kinds of strange activities.

JWP: Yes, oh that was part, that was sort of the kind of the capstone that all of this other business had started in the...it seems to me that it kind of began about 1970 or 1971. With the, I think, Norman Francis Collins, John Norman... just seems to me...

LNS: How quickly we've forgotten.

JWP: Yeah, well he's still alive. If it just seems to me that the early part of the 70's was not a good period in the history of Eastern Michigan University. And it was in that; nothing seemed to be going right as far the State was concerned and internally or externally. And it was in that climate in social milieu that that I was put and frankly, I have been told on a number of occasions and I wouldn't say necessarily in tongue-in-cheek, but you know if Eastern hadn't been in such bad shape, you probably never would've been the President. You know, it was in such bad shape that that is one of the reasons why a person, because frankly, the Faculty would have preferred that Academician would could out of the Provosts' Office or out of some other place or who had been University-experienced person but the environment was such that it just happened to be fortuitous. And I accept that.

LNS: It was in the time prior to your coming, even prior to the time my coming in '75.

Part of tape that was lost.

JWP: They knew when they were going to be there and the President showed up. And the department looked forward to it and the President would ask all kinds of questions and the Vice President had to go along and that was a fifty-two week schedule and no matter what it was to the point where and you had to generate paper to get people to tell me what your goals are, tell me what you're going to accomplish and how do you fit into these

kinds of things. And it was a paper generating but it was an unusual commitment.

LNS: You mean wrote after every visit you wrote a detailed follow-up? Where'd you find the time and energy to run a University and spend that much energy writing?

JWP: Well as I've said before, given what we wanted to do, it meant that you had to be completely immersed in the University and that you had to show up at every event. You had to be there to Rah-Rah every kind of activity you had to be very visible on campus. You had to walk the campus and find where the weeds were and call up and say these aren't being cut. You know, I'll give you another example of something that I bet there are sixty-four on campus and you'll be one of the six that could appreciate this. Walking the campus led me to conclude that the campus was dark and we started putting up those three thousand-dollar lampposts. Now no one is going to come back and say, you know, I couldn't find my dog and no one is gonna come back and say, this is the lightest campus in the State of Michigan. It is.

LNS: All because of your dog.

JWP: All because, yeah, well the Campus in my view is a lot safer in 1998 because of the investment in all of those lights merely because I would walk the campus and say how could some eighteen - nineteen year old from Saline or Chelsea come and want to stay on our campus if I can't see, how to get around with my dog. And basically, that is why the lights started going up.

LNS: We thought you were trying to find a place for the dog to go every ten feet.

JWP: I bet they did, because they sure did put up a lot of lampposts and they sure did cost a lot of money. But let me move along because I know that time's running out and this is a fascinating story as one gets older; it's nice to reminisce about. The lowest point in my ten years, nine and a half, to be exact, but ten years because frankly I started in June. Was the crisis with the Mid-America Conference. The reason that was the lowest point was because we just weren't competing. And I firmly believe, although it's unfortunate, that what the newspapers and what the public reports which unfortunately is Athletics and not the Academics as it should be. Is a reflection on whether or not you belong and can be competitive. One of the greatest highlights of my ten years was when EMU won its first Mid-America Conference Championship in Football, Basketball, Track, Baseball, Women's Track and every other sport and captured the All Sports Trophy and won in the same year the California Bowl and I've said to the current President and others that's the standard of excellence with at that time about ten straight years of swimming championships. Now you remember we built an Olympic size pool that the University of Michigan and Don Cannon just about went bananas over. Because the kids at U-M wanted to come swim in our pool and four years later, Cannon built an Olympic pool of his own, he said I'll be darn if we're gonna have kids from U-M wanting to go to EMU to swim. That's a true story. A lot of people said why in the world would you put up an Olympic size pool kind of thing and I know you remember those days quite well. And I guess mention that because I think that little history may be forgotten in the change of names and a lot of other stuff but I think is a strong turnaround that still carries forward today. Eastern is competitive in the Mid-America Conference. In all levels, in Academics as well as Athletics.

LNS: So, you feel you created the foundation.

JWP: And I think we, not me, I think that the Decade of Advancement helped create that dependence. Now to conclude, we did another thing that we thought that the University should be one of the first in the Nation to take on an additional mission. You know, most Universities, if you read their catalogs they have three missions, Education, Research and Public Service. And you recall, because you were a part of it, I felt the Twenty-

first Century was going to have because of technology, computers, a strong emphasis on life-long learning and contract learning and the Corporate Education Center was part of that concept which people again, probably thought, you know, didn't make sense. But, I have more people coming to me who aren't within what is the typical age of the school talking about, boy, Ypsilanti in a different light because of the Corporate Education Center and the fact of the matter, the University of Michigan uses the Corporate Education Center more that Eastern Michigan does as one for Banquets and for Conferences and stuff.

LNS: It's a Regional facility.

JWP: It's a regional facility. But the highlight of the ten years in my view when you talk about all of the things that were done was the Doctorate. The first Doctorate which in essence in Education and that was our strong suit and this was the most difficult task of my administration.

LNS: Why was it difficult?

JWP Because I had to get the other twelve University Presidents to support that.

LNS: And how did you do that? I think there's a general agreement in talking with others as we're working on a college event history that without the political interference that you ran this would've never have happened. It wasn't an idea that sold itself.

JWP: That was our, I consider that to be our greatest accomplishment because the Legislature also had to put that on the boiler plate cause at the time, the Legislature had made a decision that there should only be three Doctoral Degree granting, four Doctoral Degree Institutions in the State. Broad Based. University of Michigan, Michigan State, Michigan Tech and Wayne State. Now, Western and Central had little Doctorate's that they had snuck in before that time and Oakland had snuck one in under the auspices of Michigan State because it was a branch of Michigan State at one time. And the University Presidents during the entire decade of the 1980's were hell-bent on EMU not becoming a Doctoral level institution.

LNS: Western had several Doctorates by this time.

JWP: By that time, Western had several. And Central had at least one and maybe two. I felt that the most important decision of the administration and in fact I said you know give me this as my going away present; I really said this to the Legislature and some others in 1988 and 1987. I felt that we had to get our foot in the Doctorate door because that was the next step having turned the Institution around people recognizing that the

Institution was moving on all cylinders in every other field, they couldn't deny that. That we just could not be a non-Doctoral Degree granting institution. So I consider that to be the greatest accomplishment of the decade. And there were many of them and you played a...role in them.

LNS: Thank you. What about the full accreditation from North Central? Wasn't that also pretty important feature?

JWP: Not as significant as the Doctorate Program. Sure, remember, we had a hard time getting accreditation for the College of Business and we had a difficult time getting the ten-year creditation or central creditation. All of those were challenges, but we could sit here and talk about I mean there's a whole array of challenges. I'll give you one other thing that I think; I'll give you two simple little things that you'll remember. But other people thought were the dumbest things in the world. And one of them, back during the 1980's. I thought because of walking that the people in Cornell Court should have an access road to the campus because the only way you could get to the campus was that you had to go down to Huron River Drive and go back up and down. And so I thought about putting a road in and people came back to me and some of the women at Cornell Court started to complain because they thought that there'd be so much traffic on the road that their kids would be in danger. I bet there are three people on campus today, now that some of them have passed away, like Dorian, that....

LNS: Do you mean Cornell Courts or Westview? Are you talking about developing the path?

JWP: I'm talking about the road from the Hoyt Conference Center over to Cornell.

LNS: Mayhew? You mean that little...

JWP: That little road! That was no road there. There was no road there. And I said well when you come out of Cornell Courts and you want to get over to the main campus which is Oakwood, you can't get over there. You had to go out to Cornell, down to Huron, and down the road. I thought that it was the dumbest thing in the world as so we got money from the Legislature to put that road in there. Well I think that that was one of the, a real great idea because I couldn't, I couldn't get around the campus, remember, I had a sign that the President had a parking sign? Well when I tried to come through I had to go all the way down, back and back in to park; we had a lot of meetings at the Hoyt Conference Center at the time. People forget that. The other idea that they'll never realize, I was sitting there one day looking, and I think this one will probably show up in 2050. We were losing another football game, as was the case when I first arrived.

LNS: We had the longest losing streak. Didn't we have that during your tenure?
The longest losing streak in football?

JWP: Twenty-seven games.

LNS: I'm not blaming you. But it's a fact that it occurred.

JWP: That's what makes our story that much greater because I can recall people saying if we'd win. Well we won't get into that. But I think you remember those days.

LNS: For the tape, every Monday morning, we'd started out with the President's disappointments.

JWP: That's right, that's right and then I don't, you tell me at 7:30 Monday morning what's gonna happen in the week because I don't want any surprises and that was the second part in, and that's why you had to put a lot of stuff in writing. But I was looking out over the campus at this dirt road and was saying to myself, why isn't there a road there? And in the course of pursuing that, discovered that four Townships come together at that point. Which I never realized and we had to get Townships, the city, two cities, the County and the State, the hospital and we had to donate the land and then get the people down at the other end to agree in order to make that road. Now that's one of the busiest roads.

LNS: You're talking about Hewitt.

JWP: Hewitt.

LNS: Hewitt was there, but you're talking about making it wider.

JWP: It wasn't a through street. They would close it off. That wasn't a through street, Larry.

LNS: I don't recall that.

JWP: Sure, no, no. You go back.

LNS: I'll check that out.

JWP: Yea that was not a through street. It stopped. You can only come in and stop at the football stadium it didn't go through it was blocked and it was dirt. There was no road there. And I was sitting up there losing a football game trying to figure out why is this way. That is a real story.

LNS: I...

JWP: No, it was not a through road. Hewitt was not a through road. Hewitt was not a through road when I was President and so we got people together and worked out putting that through there. And frankly, they couldn't decide whether they were going to widen Golfside and leave that one like it was or widen that. And the only reason they decided Hewitt was cause Hewitt had access to 94.

LNS: And the hospital.

JWP: Yeah.

LNS: What was the as you look at your Presidency, you accomplished a lot, but you didn't accomplish everything probably, what more would you have wanted to do?

JWP: Well, within the ten-year period we accomplished everything that we set out to accomplish. The only item that we articulated as part of the Decade of Advancement that we didn't accomplish, that I can recall was the creation of the College of Arts and Humanities.

LNS: Separation.

JWP: Yeah. That was the one item that was not accomplished.

LNS: There is a letter in the file; I believe you wrote, saying that you didn't intend to separate them. Is that an idea that you were just testing or?

JWP: Well, I felt and still feel strong for the Twenty-first Century. That the collegiate concentrations are a strong direction for an institution like EMU and the Arts and the Humanities basically have a different focus than Science and Mathematics. And that was the one area that I because the way Eastern is set up now, the College of Arts and Sciences has all of the basic studies in kind of, I won't say, tilts, the University, but if you look into it, you've got Health and Human Services College, Technologies College, Education College.

LNS: And even the people that graduate from the College of Ed. Graduate with an Arts and Sciences Degree.

JWP: That's right. And with me, with you could have the five concentrations and then you had, after the basic studies, kind of an overall conc, thing around that, but that's a political issue. You know.

LNS: Kind of a risk not worth taking.

JWP: No. Not. Good with our success story. It was not worth pursuing.

LNS: What would have happened if you had pursued it, do you think you would have unrattled a lot of...?

JWP: Yeah, oh, yeah. Larry, we went ten years without a strike, without a major upheaval. That's you know... unprecedented. Given what we started with. So, it wasn't, I thought that David _____ - was a great President at Wayne State but there was always...

LNS: Turmoil.

JWP: Turmoil. I feel very comfortable, eight years later, being at Eastern Michigan University.

LNS: Do you become uncomfortable when people give you the title of the person who saved the University?

JWP: Well, I frankly, as you well know, I refuse to be on campus unless it's an absolute invitation from the President or something that's a very high priority because people still have this nostalgia and they say things that you would prefer that they wouldn't say. So I just...

LNS: Do you feel you saved the University?

JWP: No. I feel that there were a group of us, including you that helped the University become competitive in the higher education sector. And I think for that, we can be very proud and I think that a lot of people, will I think, given what they know, until they pass away, they will think of this as a time of a before and after. And the before and after..

LNS: You don't think...See, you're uncomfortable when people say you saved the University. Got to wait until you pass away before they can say that?

JWP: Obviously, the history, as you well know was the Institution was in crisis. It's at the end of the decade; it wasn't in crisis and so.

LNS: So that speaks, that might, that sort of supports the intention. Whether you are comfortable with it or not.

JWP: And I think until, unfortunately, and I supported the President, my contingents supported the President. I think history even with all of its conversation with your book, will record this as a defining moment.

LNS: Your presence.

JWP: Yeah, a defining moment in EMU's turnaround for the reasons that we articulated. But unfortunately, and I would have a thing to do with this, it's a defining moment for this generation because of the switch from Hurons to Eagles. See in other words, there was a defining moment, given what happened but there was something else that happened that's nostalgic that made it even more of a defining moment. Which it sort of ironic and so it's almost like, there's the plaque up there and then someone nailed something into it to really indelibly make it a plaque and this is the last President of the earth kind of thing. So I think that's real interesting kind of story.

LNS: Being an African American and sensitive to all the nuance. Having come through a lot of periods of discrimination having to overcome, having started your career as a janitor, with a college degree and having overcoming all of that, and here this Huron issue emerges under, at the cusp of your end of your Presidency at the beginning of Shelton's and the decision is made. A pretty important decision. On one level and then another, what makes the difference in the life of an institution is a single act. Would you, if you feel that was a good decision?

JWP: Sure, I think it was a good decision and I supported it. But the decision came up during my administration. See it came up two years and the Civil Rights Commission and I got a letter and stuff like that, in the files and stuff and my response was we're not going to change anything. And no one...

LNS: Why did you feel that you changed it?

JWP: Well, no one, no Indian, no group had come to me expressing any derogatory or negative concerns about the EMU Huron's. And we were riding the crest of success. I mean, the President of Western Michigan University said you know you're the worst thing that ever happened to me. I mean we thought we had killed you. We used to..._____ he says, I mean, you've become competition now. You're making us have to work harder. It was a picnic. In the seventies, and then now, you know, you're a challenge, in everything. I thought that that was the biggest compliment coming from one of my colleagues that could be bestowed upon us. And the point was we were the Institution to be getting the news. I mean we were the Institution that was doing everything and I think a lot of it had to do with the Athletic Championships, and all of that kind of stuff that just happened to be part of it. But, we were building Sponberg Theatre and we had the biggest and the prettiest Rec. Facility and a lot of other stuff was taking place. And my position was the Faculties at Central and Western were cantankerous and ours wasn't if you recall. And, hey, we're not gonna rock the boat. Now I said and I've put it in writing to the Civil

Rights Commission, if someone complains, I will investigate. I do not have any complaints on my desk, and therefore, we are not going to take this issue up. And it will not be presented to the Regents.

LNS: You have the Regents decided that they wanted...

JWP: Well that was two years, I mean, it came back up. But, during my, and I think maybe because of the minority kind of thing, people didn't press it and, I mean. I may have been fortuitous. But as far as this issue was on the burner while I was President.

LNS: Do you think it was the right decision in terms of it's.?

JWP: Oh, as you look on it now, I think it was. But all I'm saying, absolutely, I think it was, you know. But it has created friction. And it has helped to further define the moment.

LNS: Yes it did.

JWP: Which is unfortunate.

LNS: It might be an interest to you to know that in the files is a letter from Sponberg when he was President in the mid-70's, the early 70's. Saying to Fritz Olds who was the President of our Alumni Association and Public Relations Director.

JWP: Fritz _____.

LNS: Who worked for Olds.

LNS: Saying that as President he thought that it was time that he thought that people became sensitive to the fact that the Huron name was probably offensive to a segment of the population and probably we should be thinking of changing it.

JWP: Twenty years later.

LNS: There's two pieces of correspondence saying that it may be, he didn't act of it of course, he sent him a personal and confidential letter. So it's interesting that this thing had some feelings about it that preceded the Civil Rights Commission. When you look back at the campus, if you came back and walked to campus is there any spot on the campus that you have a special feeling for or any area of the campus or anything on the campus?

JWP: Well I have a special feeling for the one room schoolhouse. And I hope that that facility will be enhanced and embraced and become symbolic of the fact that EMU was the first teacher training Institution west of the Allegheny Mountains. I think that that...

LNS: You mean that even though today's students don't know where the Allegheny Mountains are?

JWP: They should. They should. And I think that that's part of our roots. And I think that every now and then every President needs to, in their State-of-the-University messages, reflect upon our roots. Eastern Michigan University in 1998 is known more for its education than any other single area and all other areas combined.

LNS: In many ways, we never really strayed very far from who we were when we started.

JWP: And it seems to me if there's any legacy, I think that to me, that is the legacy and I think we have to redouble our efforts to continue to enhance that. And frankly, my retirement that's what I'm continuing to invest my energies in.

LNS: Faculty members who come to mind as outstanding during your Tenure?

JWP: Oh tremendous number of faculty.

LNS: Any that you could just. Who would be the ones that come to your mind just quickly?

JWP: Oh, I wouldn't even want to go through them. There were so many of them. Just so many of them in every department, just outstanding faculty members. I can't think of a department where there wasn't and still are just tremendously talented faculty.

LNS: As part of John Porter Laureate, some people thought you were a bit eccentric. Mainly those who worked for you. Prior to the Laureates and I don't if you'll admit to it, but you were late for a meeting once, you usually were very intolerant of anyone us was for your meetings. We were meeting in the Board of Regents Room. You looked at Bob _____ who was then Vice President and you said, Bob, if I've told you this once, I've told you this twice, I want to tell you for the third and last time, either fix that clock or get rid of it. Bob ____ took a perfectly good clock off the wall, threw it in the wastebasket and then next meeting we had as a cabinet at 7:30 in the morning, we had a new clock on the wall. Do you remember that?

JWP: Yeah, those were the good old days.

LNS: So when we talk about that story on the speaker circuit, you're not going to deny it then? No? Any last words?

JWP: I thought it was a looking back on it, a very successful era. I brought a copy of this book which I'm sure you've read and every now and then.

LNS: Is that your only copy?

JWP: No, no.

LNS: Cause I'm going to take this with me.

JWP: Yeah and I just say all you need to do is thumb through...

LNS: This is the Porter's decade of the transcript?

JWP: Yeah. Thumb through this document and including, this is that, you know they call it the Big John, remember, they put up the lights? Just thumb through this document and it was a great run and it's one in which I'm still very proud of it. And I think we set as a team, a standard of excellence that will be very difficult to overcome.

LNS: I hope you won't be offended then when I say that for posterity that the Decade of Advancement of the Porter Presidency saved the University.

JWP: Well, I don't know.