5-13-1998

William Stephens Oral History Interview, 1998 May 13

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EASTERN MICHIGAN UNIVERSITY
HISTORY

INTERVIEW
WITH
COL. WILLIAM STEPHENS
LNS: We're here, this is May 13th we're interviewing Col. William Stephens. Col. Stephens is a member of the board of regents, Chair of the Student Affairs Committee and was appointed by Governor Engler to the board of regents in June 1996.

LNS: Bill, this is part of a series of interviews for capturing the history of EMU and I know your first contact long precedes being on the Board of Regents it started when you were a student at Eastern. What years were you a student at Eastern?

WS: Larry, I graduated from Central High School in Detroit Michigan in 1955 and I was accepted to Michigan State Normal College at that time. So I was a student a freshman in September of 1955.

LNS: 1955.

WS: That's right.

LNS: And did you live on campus?

WS: I certainly did. Boarded into Brown Hall and that was quite an experience for me. First time in my life I had a roommate. Not only did I have one, I had two roommates.

LNS: In terms of being on campus, what attracted you to Eastern Michigan University?

WS: Well it's kind of funny how at that time it was Michigan State Normal College. I was the student participating in the City Championships at Denby High School and I ended up being the only double winner for the winning the hundred yard and the two hundred and twenty yard dash. And each time there was a young man by the name of George Marshall who would come up and congratulate me. Well when I won the 220-yard dash, George Marshall, my father and the Assistant Principal of my school, Central High School, came up to me and said congratulations Bill. He says this is Coach George Marshall from Michigan State Normal College and you're going to be a student there in September. And they had all agreed on it and I said well thank you very much. I was out of breath. Thank you very much. And he said, oh by the way, your first job will be cleaning silverware in Brown Hall. I said, wow. So that was my first experience.

LNS: So you were a scholarship?

WS: No we didn't have scholarships. I was just a regular struggling student like anybody else eager to get a college degree and move on.
LNS: Did you have any thoughts on what you wanted to do?

WS: Yes, like most, I was going to be the tenth doctor in our family and my brother ended up being the tenth doctor. He's a Dentist. But Michigan's Normal didn't have a Pre-Med. course so I spent two years here and then transferred to University of Michigan in my Junior Year. Which was short-lived because at that particular time I probably would have had to take more courses, which would have extended my college career until 1962. Instead, it was only extended one year and I graduated in 1960.

LNS: So but you graduated from Michigan State Normal College which by that point was?

WS: Eastern Michigan University. Because it went through three name changes while I was here.

LNS: What did we become Michigan State College?

WS: No it was Eastern Michigan University was I guess '58, '59 timeframe. '57, '58 timeframe I think it became Eastern Michigan College, then '55 when I came here it was Michigan State Normal College. So somewhere in those, but that's a general ballpark.

LNS: What was life like when you were here?

WS: It was very, very quiet, as a matter of fact, because it was a commuter college. We had approximately five thousand students maybe less attending Michigan State Normal College and students would come and go during the week but then on the weekends, they would all go home.

LNS: So what did you do on the weekends? Did you stay at Brown?

WS: I stayed in Brown but being an athlete I had a pretty active career because my socializing wasn't why I was at Michigan State Normal College. My father made that very, very clear. You're here to get your degree and if you can get the grades and you can participate in sports. So my focus was primarily on doing the best I could and sometimes I did well and sometimes I didn't.

LNS: Tell me a little bit about the school. There were very few dorms right didn't come until the 60's.

WS: As a matter of fact, the area that has the majority of the dormitories at Eastern Michigan University now, that was called Sleepy Hollow. And we
had Brown, Goodison, Jones, King Hall and Munson. And there may have been one or two more, which I don't remember. But the campus life and most of the people that we came in contact with I noticed that the standard of dress on college campuses is a little bit different than what I remember because Michigan Normal and University of Michigan and most of the universities around here most of the students were very Ivy League and they were very, very into looking neat with the khaki's and the blazer or the three button suit or the vested suit and that was very attractive to me.

LNS: Did they dress up like that for class?

WS: No we dressed, we wore khakis and bucks and white bucks or tan bucks.

LNS: Welcome to the fifties.

WS: Yeah, fifties.

LNS: College uniform.

WS: Exactly.

LNS: Buckle in back of the chinos?

WS: I don't recall there were some of the extreme styles of dress, which that was not the group, that I participated with.

LNS: Button down shirts were sure in.

WS: Button down shirts were definitely in. And sweaters and cashmere sweaters and it was a lot of fun. But campus life, people were friendly.

LNS: Teachers involved with students a lot?

WS: Teachers, well I don't know about that. Because I think that the mentoring concept if it was alive and well, it wasn't open, you know. I think that most of the people that, there was that respect and the professors maintained a distance. They were not, familiarization breeds contempt and they probably realized that so you were respectful to your professors and that was it, you know. There was none of this calling each other by your first name and drinking with them and carrying on like that. To my knowledge now.

LNS: What was around the campus? Where did students go?

WS: At that time, we went to the Student Union.
LNS: McKenney Union.

WS: McKenney Union and some would go into Ann Arbor to the Pretzel Bell and there were I guess several places in Ypsilanti, which I didn't participate in. But there were plenty of places for them to go and I don't think there was any lack of social activity for the students to participate in because they seemed to you know those that went to Michigan State Normal were probably the females, were probably the fiancées of the students at the University of Michigan who were either in Medical School or Law School or whatever and that used to be the trend. The fraternities were big and there were always.

LNS: Were you in a fraternity?

WS: Yes, I was in two fraternities. I was in Alpha Phi Alpha and Alpha Phi Omega the scouting fraternity. And as a matter of fact, I was one of the founders for the Chapter here.

LNS: For Alpha Phi Omega?

WS: For Alpha Phi Alpha.

LNS: Alpha Phi Alpha.

WS: Right.

LNS: You were a Boy Scout in High School?

WS: Yes I was.

LNS: Were you an Eagle Scout?

WS: I was an Eagle Scout.

LNS: You don't strike me as an Eagle Scout. So eagles have been a big part of your life.

WS: That's right.

LNS: We'll come back to that in a minute.

WS: That's for sure.

LNS: So...
WS: As a matter of fact, now that you mention that, my earlier days in Detroit Michigan, my summer months were spent at Charles Howell Scout Reservation. Starting back in 1947 as a camper then later on I was hired on as an assistant scout master then my senior year, I was the boating director for Charles Howell Scout Reservation in 1956, I became the aquatics director for Scout Range in . So those were good years as far as I was concerned. I had an opportunity to meet a lot of youth a lot of young aspiring men that wanted to be somebody.

LNS: Do you still know some of these people?

WS: Oh yes, as a matter of fact, I had the opportunity to work with the gentleman who was president of Anica who was one of my scouts in Brighton Michigan.

LNS: Now you have a formal relationship.

WS: He's an acquaintance right now. I'm no longer affiliated with Anica.

LNS: Let's go back a little bit more to the college, as you were very involved on campus in athletics.

WS: Yes.

LNS: What were the things that you were involved in?

WS: Well I played basketball for Michigan State Normal and Eastern Michigan University and I also ran track.

LNS: And recently, you were honored for, was this just old codger's day they had there?

WS: Well no I had several honors I was inducted in the Hall of Fame in 1987.

LNS: For your basketball.

WS: For basketball and then this past year, 1997, they celebrated a hundred years of basketball at Eastern Michigan University and they selected the Top 25 players and I was selected as one of the Top 25. I wasn't in the Top 10, because they were all professional athletes.

LNS: Who were some of the athletes who may have been well known in Eastern lower that you played with?

WS: I had a great group. Charlie Creekmore, Nick Papadikus, Dave Parks, Bob Becker, John MacIntyre, those were the people that I played with.
And then Frank Mann, he was, Frank and I came to Michigan Normal at the same time.

LNS: Who was your coach at that time?

WS: The coach at that time was Jim Scala. He was a, Jim was a very young man, he was only a few years older than me, I think he was six or seven years older than we were and he graduated from the University of Michigan and was Captain of their Football team and played Basketball for them and very dedicated and good person. I was very fortunate to be selected to play in the Varsity my freshman year, I mean the first team, after many long hours of hard work.

LNS: What schools did we play in those days?

WS: Well we were in the Illinois Intercollegiate Athletic Conference, IIAC. We played Western Illinois, Southern Illinois, Northern Illinois, Illinois Normal, Central Michigan and then there was Michigan State Normal College.

LNS: During the years you were on the team did you have good seasons?

WS: No, we were lucky to break 500. Most of the time, we were under a 500 season. He was going through a rebuilding. The team, I guess, when they first joined the IIAC did extremely well, but they had some real, I know the year that I transferred to the University of Michigan I think they won one game.

LNS: Not too distinguishing.

WS: No, not at all.

LNS: What about the Track team? Who was the Coach for track?

WS: George Marshall. We had a winning track team. Winning season, most of the people were all-stars, they were champions from the various high schools throughout the state of Michigan. We did have a couple of, we had Mori Yormika from Finland and I remember Mori, because Mori kept us in track shoes. On the side, he was an entrepreneur.

LNS: Finland made good track shoes?

WS: Well at that time. Well we had. I guess he was representing cause I used and ran ADIDAS a lot.

LNS: In those years?
WS: In those years. They were making track shoes.

LNS: Nike wasn't around in those days.

WS: But his shoes were sort of skintight and I think on a couple of occasions, I ended up I think I got about four pair, the rest of mine were from the university. They were very nice. To this day, I think I might have one or two pair left.

LNS: Really?

WS: Yeah.

LNS: Wow, you don't throw much out.

WS: No, no. After travelling all over.

LNS: That's a long time.

WS: As a matter of fact, my wife would probably agree with me.

LNS: So you ran track? Any notables that you can think of on the track team?

WS: Well we had Hayes Jones.

LNS: Hayes Jones, he was very well known.

WS: He came a couple of years or so after I did and became an Olympic Champion in the NCAA Champion in the hurdles and sprints. We had as I said, Mori Yormika, he was a distance miler. We had the Jones boy the guy that was always close to Hayes in the hurdles from Persia. Bobby Jones, we had one of the local sprinters he's very active in the Ypsilanti area and I'll come back to him. Al Day was the shot putter from Persia, he was very good. Doug Carroll he was from Detroit, I think he went to Redford High School, he was very good in the half mile and we had Levi Simpson from Ypsilanti, the sprinter. It's kind of interesting, because one of the mentors, if you could call him that was Gene Beatty and Bill Maze. Bill Maze both of them used to come and officiate at the track meets.

LNS: They preceded you?

WS: Oh yes, considerably, considerably. Gene was in the 30's and Bill I think graduated from Eastern in '54. But he was always a loyal track.

LNS: He still is. And Gene Beatty who recently died was always track.
WS: And oh we had Karl Creiger, they had a winning relay team, Karl was always a character and always wanted to win and he did. He was quite an inspiration along with Levi Simpson.

LNS: What did you major in in college?

WS: Well I started off Pre-Med. Math and History as minors and then I ended up getting a degree in Physical Education and a Teacher's Certificate which 1959 was an interesting year cause that's all I did was doing my student teaching.

LNS: Now you haven't kept that up, though.

WS: I taught, but I did not teach, when I went on active duty in 1960 I had an occasion I taught for City College of Chicago, actually it was the Continuing Education Program in Supreme Headquarters Allied Powers Europe and I taught Systems Analysis and Design. And then when I was at the Signal School I was a Department Head for the Radio Department.

WS: I did not keep certification. Certification is good until you use.

LNS: You got into the military right after college?

WS: Right after college.

LNS: Were you in ROTC?

WS: ROTC, right and I graduated as a distinguished military student. Got a distinguished military graduate regular army commission.

LNS: So you left here in 1960 and reported for duty where?

WS: It was kind of interesting, I graduated on the 11th of June and then I got a postcard telling me not to report to Ft. Knox, Kentucky but to report to Kansas. I was in the First Infantry Division. And they gave me something like 48 hours to get there. So I drove all night, reported in and the guy looked at me and says, why don't you go to bed? So he gave me a BOQ room. By him helping me rest, I lost two days, date of rank. Instead of being 13 June was 15 June.

LNS: I see.

WS: As a Second Lieutenant.

LNS: Ever any consequences for you?
WS: No. Fort Reilly, Kansas was quite an experience because I got a chance, I did teach classes there. That was one of the first things they had me do. I arrived just in time for the post-track championship and so they recruited me and I won all of my events. I broke two records, no, broke three records and tied a record.

LNS: So you became a celebrity on that base? For an hour?

WS: For that time. I got four trophies and it was rather interesting from the standpoint that I collected my four trophies and then I left several months later to go to the basic course at Ft. Monmoth, New Jersey. And interestingly enough, I was running against people who were drafted who were college graduates, they were either I think one was from Central Michigan and one was from Western Michigan and in my own way I had several pairs of track shoes. And after my victory at Ft. Reilly Kansas post-championship I gave them my track shoes because they were going to continue to run. I didn't know what my athletic career as an officer was going to be. But that was quite an experience for me very exciting experience.

LNS: I'm sure it was.

WS: My days at we used to call it the 120 worst Signal Battalion instead of the 121st Signal Battalion because of the amount of time they spent in the field. They were a tactical unit in, the Commander had a philosophy that if you're in garrison you should be maintaining your equipment. If you're not maintaining your equipment then you should be out in the field operating it.

LNS: I like that kind of guy. Now going back to school. Who was President when you were here?

WS: President Elliott.

LNS: Did you get to know him at all?


LNS: Was he about the campus much?

WS: His visibility I could not attest to that. And I was thinking about that before visibility of the senior leadership. I never saw him. We would see him maybe at official functions or something of that nature.

LNS: So who would you have had contact with?
WS: My coach, I didn’t have that much contact. Bingo Brown.

LNS: Bingo Brown. Now was Brown Hall named after Bingo Brown?

WS: I believe so.

LNS: And so while he was alive and here and the Dean of Men. Used to start out all of his speeches Men of Ypsilanti.

WS: That’s exactly right. One of the things he used to do which was kind of curious he after you would do well in an athletic event, he would call you in and praise you. Now sometimes he was very, very sincere and very, very honest and there was no doubt in my mind that he was sincere. But it was how he said it. He says he wants to congratulate you in a way and say alright, I’m congratulating you because you are doing something very significant for your race. Ok? Or words to that effect. I don’t know the exact words. But what are you going to do? You’re eighteen years old and as somebody as big and powerful as the Dean of Men you know who’s congratulating you, you accept that and not worry about what does he mean. You know, he’s saying that you did well you know. You won that meet or you scored so many points. And that was rather significant from the standpoint of his contact with people. He would single them out and he would encourage them and I don’t know if that’s done today.

LNS: I was talking to A. P. Marshall who came in the late 50’s and he talked about the campus from also from a black perspective. Some years later someone is listening to the tape of Colonel Stephens and there’s an African-American and Gene Beedey who he referred to and Bill Maze who were very distinguished Track alumni and students here, also African-Americans, sort of a little fraternity.

WS: No. They were a different fraternity.

LNS: I didn’t mean a formal fraternity. It was fraternity brotherhood that people looked out. But A. P. Marshall was talking about that when you would go to the dances and everybody was welcomed to the dance but if a black student happened to dance with a white lady student then he would be called in a told that that was sort of inappropriate. Does that ring true to you at all?

WS: I think so. I think so. There have been rumors, stories to the effect that the basketball teams as you view them in 1998 you know predominantly black or Afro-American ok? When I played basketball I was the only one on the team for one year I guess. But that was not the case because prior to my joining the team I guess ’52 to ’54, they had maybe three or four on the team but you’re talking about a twelve-man team. There was a
comment made when I think in my later years we picked up a fellow named Shannon and then another kid from Cleveland Ohio and when all three of us were playing at one time the comment allegedly this is an allegation a message was sent to Scala that you better lighten up the team. OK? You got too many blacks or at that time they were called Negroes on the team. And Scala was the type of person that he was just trying to work on a combination because he was trying to win basketball games. I could give less than a dime what color you were, OK? But that had its toll it took its toll on morale because I thought the teams that we had right after their winning the IIAC did not measure up because they were more interested in socializing than in playing basketball. They were all, I used to kid my fraternity brothers that maybe I should pledge certain fraternity because every member of the team was a member of that particular fraternity, which I will not say. But Tau Kappa Epsilon was a very prominent on the basketball team. But we had a great time.

LNS: Were there other racial restrictions on the campus flavor?

WS: I don't, that's interesting cause I don't recall having any restrictions placed upon us. First of all, I didn't drink and I didn't go to those establishments where people who have, if you're drinking, they would frown upon you coming in with an interracial, a date other than of your particular race. But that happened all the time at University of Michigan. That wasn't a problem.

LNS: You mean the sort of the barriers?

WS: The barriers were broken at the University of Michigan. Ypsilanti was a "racist town", a hick town so I didn't go downtown.

LNS: You didn't feel welcomed downtown.

WS: I never even looked at it from that standpoint.

LNS: So you don't know if it was.

WS: No I don't know. People were not, they were factory workers. They had different interests. If I were interested in partying then that would probably be the place to go. I did have fraternity brothers that would go down to the Blind Pigs as they called them. The after hour places and have a good time but that wasn't why I was there. And my father made it very, very clear that I wasn't supposed to do that.

LNS: You father must've had some pretty powerful influence over you.
WS: He certainly did. It was a good role model there's no doubt about it. Good role model for me and my brother. I felt that the pride that we had in our family that you're not going to do anything to bring disgrace or discredit against the family. And that was, I was never arrested for anything.

LNS: Didn't sound like you were doing much to get arrested.

WS: Exactly. Why do that?

LNS: Was there a reputation? Did a lot of them come from Ypsilanti?

WS: No I think I don't know how many students of color we had at Michigan Normal. But it wasn't that many. Population of five thousand it may have been less than the traditional ten to fifteen percent.

LNS: What were some of the things students did on campus? What was student life like? I see pictures of homecoming, people talk about the good old days.

WS: I participated in homecoming. I mean they tried very hard to have a city within a city type atmosphere. And they worked very hard at putting the parade together and having the events. I think some of the old fraternities sort of dominated and took...

LNS: The arm of honor.

WS: Yeah the arm of honor. I think they took precedent over a lot of them.

LNS: Was the campus very fraternity oriented?

WS: I think it was. I believe it was. And but you also have to remember that I mentioned earlier that this was a campus where activities on the weekend were few and far between. They had an activity and it was planned ahead and people supported it. But most of the kids went home or went to visit other colleges or universities. Cause there wasn't known as a party school by my standard. They didn't stay over the weekend. They had a mass exit, It was very, very quiet at times.

LNS: In some ways, when you hear now comments about well it's a lot of weekend warriors on the campus, people going home, that doesn't surprise you having been a student here at least in terms of your own experience.

WS: That's right.
LNS: When you graduated from Eastern, you reported for duty, how about a quick tour of your assignments. When you started out in Kansas, 60's were a pretty quiet time, 1960.

WS: Right. After I reported into the 121st Signal Battalion, they assigned me to the Division Signal Supply and Maintenance Organization. I was a Platoon Leader. My job working with the Warrant Officer who was a character in his own right, he smoked a pipe, he chewed tobacco, and

LNS: At the same time?

WS: Yeah. And he had, I would imagine at different times. But he had a three-year-old son that he was letting me know that when he was three years old, he had a pipe and he went fishing and he would give his three-year-old son. And you'd see them on the banks of wherever we were. And the kid would have a corn cob pipe in his mouth and a fishing rod and he was just sort of glory you know and he was just all wrapped up in reliving his life, his past life through his three year old son. And I often wandered, that was kind of repulsive to me. But he was a very dedicated World War II Veteran and I learned to like him. Left Ft. Reilly and went to Ft. Monmoth New Jersey for the Signal Officer Basic Course. Completed that was assigned to Airborne Ranger 14, went to Ft. Benning, GA got my parachutists wings, had the opportunity to stay there through January and February of '61 and go to Ranger Camp or report to Germany. And I opted to go to Germany. And arrived in Germany in December of 1960 and stayed there for four years. While I was at Ft. Benning, GA, I had my first experience of what we were talking about as far the south, the lack of integration. I saw the traditional signs that are in the history books now that restricted you from going into the establishments and that was totally repulsive to me and I couldn't wait to get out of there. That's why I didn't go to Ranger School. I told my father if I could, they said if I went to Ranger School there was no guarantee that I would be going to Germany. I would probably go to Korea and then they would give me my assignment after Korea. I didn't want to go to Korea. So I was assigned to the 102nd Signal Battalion in Germany as a Microwave Radio Relay Officer and I think as a Lieutenant I must've held every job that the company, from postal officer to theater officer, athletic officer, supply officer, you name it. The Berlin Crisis hit and at that particular time being a bachelor, I was eligible to move. So I went to Heidelberg Germany assigned to the Ft. Signal Group and I was a Duty Officer in the Telecommunications Center there in Heidelberg Headquarters. That was kind of short lived because at that particular time they needed people who wanted to command the unit. And there was a 600 man unit and I put my name in the hopper and I ended up getting that position as a company commander so the remainder of my time in Germany, I spent as a Commander.
LNS: What rank did you have?

WS: I was a Lieutenant then first I commanded a Second Lt., First Lt., Captain Rank. And I had four different companies. I signed the Mortar report for them. It gave me an opportunity to do a lot of things. Because we participated on the posts all of the events athletic events and otherwise, and my units won. And what's significant about this is when they were closing down the United States Army Europe in Heidelberg Germany, one of the officers was trying to determine where all of these trophies came from. And I happened to be visiting Heidelberg at that time, he said, you were in this unit, about twenty some odd years ago, I said that's correct. He said where did those trophies, I said those trophies were the trophies that my unit won. He said well I'm glad cause we were getting ready to chuck them. And I said as along as you send them to the Signal School and I assume that's what they did. But it was kind of unique from the standpoint of that tradition wasn't carried on. You get a Commander who is interested in sports and marksmanship and soldiering, he's going to try to be number one. Well I moved on from Heidelberg after four years there. I was very fortunate to meet my wife in Germany she was a school teacher.

LNS: She was an American.

WS: An American that's right. And the significant part of that story is when I first met her I asked her to marry me the first night because we identified so many things in common. We were born the same day, the same month, same year, May 30th, 1937. So we're Gemini Twins and I thought that this was probably a good omen. Well, obviously, she looked at me like I was crazy. And several months later, we became engaged and got married in ____________ Switzerland in 1963.

LNS: So you knew each other for about three months before you got married?

WS: We knew each other for about six months.


WS: That's right.

LNS: Both of you?

WS: Both of us.

LNS: That's wild.
WS: Born same day, same month same year. So she has been my inspiration. As I said, we left Germany and went to Ft. Beck Ft. Monmoth New Jersey to the Signal School for the career course. And I was one of the pilot group to go through the automatic data processing plans and operations course which is now the big MIS management and Information systems computer science career field. After I graduated from the Signal School I had my first assignment in Vietnam. I was assigned to the 9th Infantry Arvin Division in Sedek. Spent a year there as an advisor, participated in 46 Division operations. I saw a lot of things I don't ever want to see again. A lot of death, a lot of misery and anxiety associated with war.

LNS: Someday I'd like to chat with you about McNamara's now written his book.

WS: Right. Well, he's getting ready to die now, so he wants to set the record straight.

LNS: Wants forgiveness.

WS:Yep. Everybody wants to go to Heaven. But you know that's not uncommon.

LNS: As history is unfolded obviously, you were right in the middle of things, you saw things going on in the United States. Probably when you were in the military you were sitting there.

WS: Totally, totally uncalled for. To this day, I will not listen to a Jane Fonda, or watch a Jane Fonda movie or listen to anything Jane Fonda has to say.

LNS: In light of some of the things that the

WS: Bias, personal bias.

LNS: Student demonstrations on the campus. In light of history were the students right, wrong or?

WS: I think they're misguided because, who knows, you were going through an era where people were rebellious. They did not want to serve, military was not popular, so consequentially, people demonstrated at the drop of a hat.

WS: Not only was it a way to get drunk and have fun, but you can also do that for a cause. Ok? And after I completed my first tour in Vietnam, I was selected to go to Graduate School the School of Engineering in Southern Illinois university and I got involved in talking to student leaders as well as the Dean of Students who would allow the students to demonstrate and they would just out and out take advantage of the situation.
LNS: So you were pretty upset at that?

WS: Pretty upset, yeah. We had our, for example, one of the PMS was at that time a fellow named Col. Murphy they made arrangements for me to go around different organizations and speak to them of what it was like in Vietnam. What was our role and try to make some sense out of what was happening in the day-to-day news reporting. The bottom line was that when you have people that don't want to be there and you have restrictions on what you can do, you probably heard this before that we would go into an area, remove the VC out of the area, then we'd have to leave because we're not authorized to seize and hold the area that we're in. The Province Chief was responsible and the province chief and the local folks in this area were corrupt. Yeah, we sustained casualties but by the same token they felt that it was a senseless war from that standpoint cause they didn't want us there in the first place. That was not my impression, my first tour. My second tour when I was with the 101st Airborne, Air Assault Division at Camp Eagle, near Fooby, that was definitely the case. Drugs were running rampant, we were running a prevention program to keep our soldiers active and focused on why they were there and they were you know looking for drugs and women and alcohol and booze and stuff like that. So that scenario was totally highlighted by the news media because they were in most cases billeted with officers there in Saigon and were stationed.

LNS: So they were seeing something

WS: They were seeing something first hand and they were participating in it.

LNS: It must've been tough. Things going on in the country, back home,

WS: You talk to John Q. ____________ and I'm a reporter well they don't want us here, I don't understand why we're here in the first place. And not looking at all the facts and the circumstances surrounding the statement that the soldier made. They took that information and ran with it before they corroborated it with all of his friends. I mean you know if everybody is not happy.

LNS: As you look back, this was a war to avoid?

WS: Well...

LNS: I don't mean from being a draft dodger, I mean as a national policy, this wasn't our fight.
WS: I really can't say that because I think the decision was made with good intentions, ok? We'll see what McNamara has to say. The restrictions that they put upon the Commanders were very, very difficult for them to accomplish their mission and then be a winner, ok? You might win the battle and lose the war.

LNS: Yeah. What I hear you saying though is this was a war where the military was compromised by the politicians.

WS: I think they were controlled, not compromised. It was a political war. Every person, in fact, I left there thinking that there could've been a better way. Because whenever you get statements from soldiers that say, being over here is not worth one American life, ok. And I would agree with that. But by the same token we had orders and hey, as a good soldier you would follow orders and you would do what your Commander asked you to do. Now if you are in any way hesitant about carrying or following through with the mission or following orders that were given to you then you have compromised your unit and yourself. And I'm afraid that we had other factors that sort of influenced you know and reduced the popularity of the war and that was drugs and alcohol. And when somebody makes the allegation that the South Vietnamese in order to make money introduced drugs into it because they knew the Americans were looking for something. That doesn't make it a very popular war.

LNS: No. Some people felt that it was unpopular for those reasons, some people felt that it was an immoral war, certainly.

WS: Anytime you take a person's life, it's immoral. And people don't understand that those are the consequences. Those are the risks that you take. But by the same token in the entrepreneurial world it'll take the risk of profit or loss and they might lose everything, knowing what the consequences are going to be but go ahead and do it.

LNS: The point being...

WS: They're still alive and they can do that over and over again, whereas, in a war, if you take a risk you're shot or you're killed, that's it.

LNS: So it's even a higher risk.

WS: It's a higher risk.

LNS: There was a tough time for the country. You came back to the United States.
WS: After and I was in Illinois, Graduate School, finishing my degree I was one of two officers assigned to the Pentagon. I was assigned as a Branch Chief to the Assistant Chief of Staff at Communication Electronics, which is a general staff position under the Department of the Army, General Staff. And it was rather unique because that was the first time that the Signal Corp was an independent staff agency, as opposed to working for the Operations Officer. And General Lotz was the first Assistant Chief of Staff working in Electronics as a Major General and he was replaced by Major General George Pickett. Anyway, I spent three years there, and served as a Branch Chief, a Division Chief and then a Director of Communication Electronics Computer Application Agency. Left the Pentagon in 1971 and went back to Vietnam. It was rather interesting because I had my second tour. I had three assignments during that period and it was called the Dynamic Defense because the fighting had allegedly stopped so instead of I wanted to be the Operations Officer in a tactical unit and because of my Pentagon tour I got siphoned off and I was Director for the Data Systems. I replaced a Full Colonel in Longbin as the Director of Data Systems for the Inventory Control Center in Vietnam. And I could've stayed there but the burning desire you know, I want to be a Commander, I want to be a Battalion Commander, a Brigade Commander, I want to keep my focus in that direction, not a staff officer. Anyway, after they finally identified a Lieutenant Colonel to replace me, I went to the 101st Airborne Division just in time to serve as the Division Artillery Signal Officer up to the point when they were going to leave Vietnam. And so I stayed with the 101st until they left. And so that I would receive full credit for my tour, full year of this tour, I was then further assigned to Saigon and I was the Comptroller for special troops, I also had the honor of serving as the manager of all of the hotels, chief housing managing I called myself the Conrad Hilton of Saigon. But anyway, that was rather interesting and I stayed there until May of 1972. I was selected to go to the Commander General Staff College at Ft. Leavenworth Kansas, do during that period of time, my wife was living in Hawaii so I went back to Hawaii and served as a staff officer on the Sinkpak Staff Signal Division until I was able to relocate to Ft. Leavenworth Kansas. After Ft Leavenworth Kansas I was selected to go to Belgium, an overseas assignment, my second NATO assignment. And I was assigned as the Operations Officer to the Shape Signal Support Group. And I also served as a wire officer that's the person that would run the telephone exchange. But during the two years that I was there, from '73 to '74 I worked very hard, I was going to school, that's when I worked on the Continuing Education Program at City College of Chicago and the University of Maryland and we had students that were working on their degrees and I served as an instructor. I got selected promoted to Lieutenant Colonel.

LNS: What year was that?
WS: I was selected in '75 and I was also selected to be a battalion commander. I was one of two officers selected for both promotion and command. And they moved me up to the general staff where I worked in the Communication Electronics Division as a Project Officer.

LNS: And that would be in Washington?

WS: Now, that was in Belgium.

LNS: Oh, still in Belgium. Under, Al Haag had taken over as the Supreme Allied Commander of Europe. And after three years I left Belgium and went to Ft. Gordon GA and served under at that time Major Gen. Charles Robert Meyer.

LNS: Did you see some changes in Georgia from the time you were in the south?

WS: Oh definitely as a matter of fact, it was very progressive. We had recently moved the Signal School I think in '68 they had moved the Signal School from Ft. Monmouth, New Jersey to Ft. Gordon, GA. So there were a lot of changes. Anyway I was the other officer as I said there were one of two officers, you get promoted early to Lieutenant Colonel. The other officer who took over one battalion and he took over the second battalion, well unfortunately, he got into difficulty with his troops and the way he was operating, so I was given 30 days notice to leave my battalion, the first battalion and I would take over the second battalion and get that unit back and ready for inspection otherwise, I would be fired. So anyway, the bottom line is I was successful and ended up commanding two battalions during my time at Ft. Gordon GA. And then as luck would have it I was selected for senior service college war college. I ended up not going to one of the designated college I went to the Industrial College of the Armed Forces of which there are five, you have national war college and Industrial College of the Armed Forces and National Defense University and you have the Army War College and the Navy War College.

LNS: So where'd you end up?

WS: I ended up at the Industrial College of the Armed Forces in Washington, D.C.

LNS: In Washington. And you were there for how long?

WS: I was there for, actually, it was kind of interesting because that's one of the reasons, I was going to __________ the Army War College. And I was, when I left Ft. Gordon Georgia, I was assigned to the Joint Chiefs of
Staff organization of Joint Chiefs of Staff and there I was selected for Senior Service College so they deferred me until I completed my JCS assignment. And as luck would have it, I was also promoted, I got promoted early to Full Colonel in 1980 so when I went to the War College, the asked me if I wanted to go to Carllysle or to Stan, well I have a home in Fairbanks station, so I said I'd stay in Washington. So I ended up commuting from Virginia to Washington, D.C. for a year. Then I got the offer to go to Turkey to be the Assistant Chief of Staff for Communication Electronics and then while that paperwork was being processed, the Four Star General who was US, he lost his job because they converted the US position to a Turkish position. So they converted the US position from Four Stars to Two Stars, so I ended up instead of being the Assistant Chief of Staff for Communication Electronics with a US Four Star General, I was the Deputy Assistant Chief of Staff for Communication Electronics with a Two Star US General.

LNS: In Turkey?


LNS: How long were you in Turkey?

WS: One year.

LNS: And then?

WS: Well, as luck would have it while I was at the War College, call it the Big Three, below the zone promotion for Full Colonel selected for Senior Service College and I came out of the brigade command as group of general officers selected to be a brigade commander. But I couldn't assume my command until after my tour in Turkey. Because the command wouldn't be available until '82. So, one of the reasons why I accepted the position in Turkey because I thought I was going to command the brigade in Germany. But our leaders had other things in mind for me and I ended up commanding my brigade in the Pentagon because of my time in the Pentagon.

LNS: And what did you do in the Pentagon? What was the brigade?

WS: It was United States Army Communication Command Operations Command. Redesignated level of First Signal Brigade later. But it was the brigade commands selection that got me there. Then I also commanded the Pentagon Consolidated Telecommunications Center. I was commander of the communication command military district in Washington Communication Command in Ft. McNear, Deputy Chief of staff for CE Communication Electronics for a military district in Washington.
and during that time frame they had the inauguration so I was J6 Director of Communications for President Reagan’s Inaugural under the Armed Forces Inaugural Committee. And so I had three offices, five jobs during my brigade command time at the Pentagon. I left and I was very good, I left command and went to be a military assistant for the Assistant Secretary of the Army for Financial Management. Stayed with him for three months and then I was selected to command the Engineering Sport activity an Engineering Integration Command at Ft. Huachuca. So I went out there for two years. During that time frame I was selected to be while in command to be the Project Manager, Program Manager for Automating the Reserve Component in the fifty states called PMRKass. As the Acting PM which is a General Officer Position in the Engineering Center also was a General Officer position, but I commanded as a full Colonel. I had the opportunity to travel extensively. Well after two years in command and about four months of serving as a PM, they selected me to be Chief of Staff of the Engineering Command at Ft. __________. Brought me home, back to Virginia. I spent a year there and then I had the opportunity to serve as an Executive and Chief Liaison Officer to the Supreme Headquarters Allied Powers Europe, Shape Officer at the Pentagon and that was General Galvin. I was his Exec and did his liaison work while he was in Belgium and I ran the Pentagon show. Stayed with him for a year and then was selected to be Director of Policy and Strategy, the Deputy to the Three Star and the Director for the Information System. But I was Director of Policy and Strategy for Command Control Communications and Computers and after that, after two years there, I retired. I was coming up on thirty years.

LNS: In 1990 and you came back to Michigan?

WS: Came back, no, I stayed in Virginia. I didn’t come back to Michigan. I stayed in Virginia and linked up with a Three Star General. General Arthur Gray who served as Chairman of the Board for a organization called Acid Management Corporation so he hired me as President and CEO. I stayed with them for eighteen months. I left and went to Saudi Arabia. Had an opportunity to go and work with the _________ Corporation running their Communication Signal Division and advise the Prince and the Commander General of the Signal Corp for the National Guard of how to modernize. So after almost three years there, I came, terminated my employment with _________ to come back and work in my home state. And the only job that was available for me to come back here was to work for MCI as the District Manager, Senior Manager for Michigan, Ohio and Indiana. So I stayed with them for a year and then went with an organization called Anicon as Vice President for Government Relations in Brighton, Michigan. Stayed with them for a year and then took over as President and CEO for Capital Solutions LLC now which is a venture capital firm and that brings you up to date and that’s what I’ve been doing.
LNS: How did you get on the Board?

WS: That's rather interesting. Cause I met the Governor when he was visiting MCI and said that I would like to serve the State. And then a fellow by the name, whoever was in charge of appointments contacted me and said, these are the positions we have available, fill out this form. So I filled out the form and he said, well we have this, this, this, this. Oh by the way, there's a vacancy at EMU. Would you like to do that? And I said, well of course. And I never thought anything about it. Then on the 26th of June 1996, I got a fax at Anica saying the Governor had appointed you to the Board of Regents to replace.

LNS: Were you active in the Republican Party or how did you come to the attention of the Governor?

WS: Well, yeah now that you mention it, while I was in Washington, D.C., I was the Chairman of the 8th Congressional District of the Republican Black Caucus. And I was very active in getting a few people elected. And that's kind of interesting because they recruited me. All the time that I was on active duty I was not, a non-partisan you couldn't actively participate in Partisan Politics. But as soon as I retired, I became involved and I've been involved ever since. I'm very active right now.

LNS: In the Republican Party?

WS: Republican Party.

LNS: Local, National?

WS: Local and National.

LNS: So now you're on a Board, you sort of in a sense in terms of Eastern have come full circle.

WS: I'm very honored, believe me. If you were to talk to me thirty-four years ago and said, I never would have believed that I would, number one, return to Michigan and number two be serving on.

LNS: So what are the goals of the Board? Why do you want to be on a Board?

WS: I think that there are a number of things that we can accomplish as far as Higher Education. One of the things that energizes me is that the Board Members can be the honest broker for the university. We can ensure that whatever budgets, whatever projects that have to be accomplished can be accomplished in a non-partisan way. And it will always keep it in mind
what is good for the university and what is good for the students you know, keep that in the forefront. I think it's very important that we look at education. Someone told me that education is not a destination, it's a process. Learning is a process so that we keep that process continually going so that we have no breakdowns.

LNS: When you scrape all of this away though. What do you see your role on the board?

WS: An honest broker.

LNS: And what does that mean?

WS: That means that you do the right thing right the first time. None of this trial and error business. Another total quality management. That's what you're supposed to do, the right thing right the first time and if you don't know the answer, ask the question. Do the research.

LNS: Do you think we're doing it?

WS: I think so. I think that there are different projects and programs that everybody would like to see implemented and there are budget constraints that don't allow us to do that. But we've come a long way since my student days. There's no doubt in my mind. We are respected, not only in the State of Michigan but, throughout the 50 states. They know who Eastern Michigan University is. And we have the reputation of producing more teachers in who are graduates of Eastern Michigan University than any other state in the country.

LNS: What are some of the tasks ahead of the university that you see from a Regental point of view?

WS: Tests or tasks?

LNS: Tasks. What do you think are some of the, what do you think the priorities for the university in the next five years, let's say?

WS: Well I think the President right now, even though he produced his plan for the learning university, he needs to bring that to closure. Refine, redefine, redesign those areas that he was not able to execute and implement. That's number one. Whenever you try to increase the enrollment of the university, you have to look at the plant facilities and see if you can accommodate the students. I think we're pretty close to maximum utilization so if we're talking about expansion that's one of the things that we have to plan for. If you're talking about alright, we've got five? Five different colleges here at the university. When will we have our Law
School? When will we have our Medical School, when will we have our Dental School?

LNS: Do you see those are priorities for us?

WS: No one has addressed that. But I think that it’s certainly something that we should consider. There are, you know, when you start speculating on the future, there might be some who are already here say well we’re doing fine with what we have, we don’t need to increase. And I’m saying that’s narrow-minded thinking. Because you always innovate and seek a better way. There’s no doubt about that. I think we should play a greater role as far as ensuring that the latest state-of-the-art technology is present.

LNS: When you say ‘we”, the Board.

WS: The Board, the staff, the faculty, the people that are responsible for making certain that we’re not teaching our students obsolete material, planned obsolescence. Someone made the comment that Eastern Michigan University is very good at teaching their students how to work for somebody. We should perhaps teach our students how to be the boss. OK? I think that was a rather unique statement because number one, I hadn’t looked at it from that standpoint. Because theoretically when you enter the workforce you are going to work for somebody. Unless you are an individual, private entrepreneur and own your own company. But in essence, you still are working for somebody, you are working for your clients.

LNS: What do you see in terms of the Board, do you think it’s an effective group?

WS: Yes, I think it’s an effective group from the standpoint of the way we operate. I think that from I’m used to having more interaction on a regular basis but most of the people that have been on the Board have more seniority than I have. So they probably know you know the process, they know how to get things done they know who to talk to.

LNS: You’ve been on the Board now for?

WS: Two year.

LNS: Two years. So you probably are probably as knowledgeable as they are at this point then.

WS: I should hope so. If not more so. But by the same token, the personal involvement is an individual thing. I choose to do this as opposed to those that I would imagine, and I have no knowledge but I assume that most of
the Board members when they were first appointed they were very, very active you know, in coming to the affairs, what have you. Is that true?

LNS: I don’t know. I don’t think, I think you said, I think there were times that in the

WS: Under the Porter regime?

LNS: Well I think ever a little bit before, under the Brickley, early Porter years when the Board was very, very much engaged in going to campus activities, being fully represented at Commencements at Theater Openings, at Christmas Parties or...

WS: See that's my style. And

LNS: Reinvested your well let’s see, you are very invested for yourself. I don’t think the Board is as committed to the approach as you are as an individual.

WS: And it’s probably a matter of setting the expectations or letting the expectations be known to all Board Members. And it’s a factor of leadership. People will respond in kind if they know what is expected of them. But I think as a group we’re very, very effective. If there are any issues, we get correspondence. Dana does a fine job as far as keeping us informed.

LNS: Dana?

WS: Dana. The Secretary to the Board of Regents. She’s outstanding from that standpoint. And everything else.

LNS: What's your take on the administration?

WS: Very confident, very proud. They do the best. I have some personal views with regard to the things that go on in academia that fall under the umbrella of academic freedom you know where you let people say anything and do anything they want to do and not be held accountable. Or they do irresponsible acts and then they will attack.

LNS: Do you have a specific thing in mind?

WS: Yes but I’d rather not.

LNS: Not for the tape?

WS: Not for the tape.
LNS: But the history books...

WS: I think that it will be readily documented because people have a tendency. I believe loyalty is a two-way street. If you're going to be a member of the staff and faculty of this university, then you should be loyal to the university. If you can't be loyal to the university and support the policies or help bring about change in a constructive manner, then you're not worth your salt, OK? You're just getting the paycheck. And we do have people that will point the finger or will come to work everyday and their role is to be very negative. And you know what my thoughts are as far as I don't like negative people. All it does is increases my blood pressure.

LNS: Any other thoughts about this campus? The student body?

WS: No I think the student body...one of the things that really impresses me is the student body shares their concerns, they're not afraid to speak up. They're involved, we have some outstanding student leaders that represent their constituents extremely well, in my judgement. Based upon what information has been shared with me what I've read in the newspaper. I think that they've identified Eastern as being a friendly campus. Now where else can you go and find that people speak? They're concerned about you, they will come and assist you and help you if you need it. Assistance. And that's impressive.

LNS: Ypsi community?

WS: You know I had concerns. I'm waiting to get more information on the results of the liaison we had this community action courtesy patrol with the Chief of Police. I had responded in a very negative way when they shared information with me that the police say yes, we understand when EMU students are back in town because there are more drunks on the street, you know. And that bothered me. And I'm looking, I really don't think that they do the best job that they can do in order to support the university. Give you a case in point. You go to Ypsilanti Marriott Hotel. And you have the University of Michigan, you go into their little store there, the University of Michigan sweatshirts and hats, maybe one that might be on two or three shelves. And there's one shelf that just has Eastern Michigan University. I think that's appalling. In Ypsilanti.


WS: It's Eagle Crest right and

LNS: So it's our own program.
WS: It's our own program, that's number one. And then number two, we go to the Chamber of Commerce there in Ypsilanti and they are promoting the University of Michigan stuff. Now I had the opportunity to go the Chamber of Commerce in Ann Arbor and I saw nothing that even identified the other university six or seven miles away. They have nothing in there that talks about Eastern Michigan University. And you'll find that case I guess throughout this area. They'll promote University of Michigan Meijers obviously whoever is doing their Marketing and Liaison with the entrepreneurs and the vendors is doing a pretty good job of promoting the University of Michigan, T-shirts and sweatshirts and what have you.

LNS: You were appointed for an eight-year term.

WS: No four years.

LNS: Four years, you have two more years left in this term. We'll get through the sesquicentennial and we'll be a hundred and fifty years old and the university's going to be confronting some enormous, enormous challenges. Lots of faculty, not only Eastern, but all universities lots of faculty were hired in are going to be at retirement age. Technology is moving even faster than anybody had ever imagined it would be. We all thought we were moving as fast as you could possibly move and of course, no matter how fast we move technology moves even faster than we do. Populations there are still a lot of young people going to college, a lot of adults are trying to get back in. Education has become a societal phenomenon for success. Forty-three percent of all the students in Higher Ed are adult learners. Many times problem solving learning or just in time learning to solve specific issues in dealing with their work, etc. There are tremendous demands being made on higher productivity from all of our institutions doing more with less. How do you think Eastern is stacking up in terms of all of those external forces?

WS: Well I think we're rising to the occasion of accepting the challenge. Whether you want to realize it or not, education is a business. And depending on how you run your business will determine whether or not you will reap the profits. The profits are the number of graduates that we produce from this institution that go out and do a fantastic job in the civilian workforce. I know if a student feels that they receive a quality education at Eastern Michigan University then he will be loyal, he will come back and he will support the university in whatever programs, alumni programs, foundation programs that they may have. People have the tendency to want the quick fix. I want the degree but you know I was working and I really have no loyalty. I don't know anything about the campus, I got it through the Internet. And my boss told me if I'm going to be promoted, have any upward mobility I need to have an additional
education. Well the challenge there is that we have to be able to have points of presence throughout the State of Michigan and other states within the United States in order to be competitive from that standpoint. But if we have effective liaison and representatives in industry who identify what EMU's goals and will help us produce the quality that is required, we can be a very effective institution throughout the United States. Now let me clarify that point. Workers who are, you know, if you have a good worker and he's also a good learner, he's a quality individual, he's credentialed, he's got credentials and you say well where did you get that foundation from? And he'll say Eastern Michigan University. We want to "clone" you, OK? Because if you produce quality workers, teachers, what have you then you are setting a precedent, OK? Whereas in the workforce nine out of ten times they'll say well I don't care what degree you have, you come to us, we're going to have to train you OK? Well they may not have the time to do it effectively. So if the individual comes to the workforce trained and Eastern plays a part in that effort then it'll be better in the long run. Not only for the reputation of the university but for the ability to accomplish those goals and objectives that they're going to set to stay with the state-of-the-art technology. This company right here gave me some feedback that we were not training people that would provide him with sufficient, quality workers. Right down the street.

LNS: When he sees a Board Member.

WS: Well I told him, we have a Technology Department that if you, first of all, I offered him an opportunity to take a tour of the University and talk to department head. If you make a statement, you make an allegation, you got to be prepared to back it up.

LNS: Now that's just one company.

WS: That's just one, but I'm using that as an example, OK.

LNS: There's a person that feels that we're not providing, producing.

WS: The quality worker that he can use in his business.

LNS: Do you think that's a major issue for the university?

WS: Could be. Could be.

LNS: As a Board do you feel the Board is preparing us or providing the leadership as we confront the future that's going to help us or do you think the leadership is already here through the administration and the faculty?
WS: I think you got a combination there. You've got a combination between the Board members as well as the faculty. Because this has been a moving train for a number of years, OK? And the "master plan" that was prepared nine years ago, they've stayed with that almost to the letter. Until the administration changes, I don't foresee any change in that direction that we're headed in.

LNS: What, there's a lot of push for goals and objectives. Where's that coming from?

WS: That's coming from the corporate world. In academia, you don't have goals and objectives. You're getting through your academic year but we're trying to quantify, we're trying to measure the progress.

LNS: That's coming through the Board to the institution it's being generated by the administration?

WS: That's being generated by the administration. You know, if you are, say for example, as the president of a university and he's got a cabinet ok? In academia you'll go through the different plans and proposals and documents but by the same token it's not, in our judgement, it's not formalized in some sort of document that the Board can look and say alright, this is what we've accomplished, this is what we propose this is what we've accomplished and here's the delta, here's the difference. Now let's go back and revisit, what didn't we do? What did we not do in order to help them accomplish the goals that they had set for themselves during the past four years, three years, five years, what have you. And what are the expectations for the future?

LNS: Now this is being something that came from the Board?

WS: Yeah.

LNS: What made the Board want us to have that?

WS: Because we don't have the information that we need.

LNS: For making decisions? For monitoring the success?

WS: To monitoring success and to look at the total picture. It's like me coming to a meeting and the discussions been going on for the past five years and you have to sit there and listen intently in order to get a feel for what's number one, being discussed. No one has provided you any read ahead material which is historical nature to bring you up to speed and so you get it, you can either disrupt the meeting and ask lots of questions or you can say perhaps meet a different method of operating so that we can measure
our success. And when you are in industry you measure, the bottom line is the almighty dollar, the budget, so you have to measure how you are spending your dollars, your time your resources.

LNS: Now that’s the differences in philosophies between how universities run and how businesses run. Do you agree with those?

WS: As a matter of fact, do I agree with them? It depends, OK? In 1998? No, I don’t agree with them, ok? Because the bottom line is you’re producing a student who is going to be the entrepreneur, he’s going to be the CEO, he’s going to be the engineer, ok?

LNS: Or teacher.

WS: Or teacher, social worker. And there was a philosophy it’s more or less an attitude many, many years ago I remember they’re still applicable that the reason why you’re in academia is cause you can’t make it in the corporate world. And I say that’s totally wrong. There should not be a member of the university staff or faculty that couldn’t go in and run an organization like General Motors, OK? Based upon his credentials, background, it’s just a matter of orientation. People have a tendency to get accustomed to a particular lifestyle and that drives them to whatever success they’re going to be or they’re going to have. I think that’s something we have to attack you’ve got to do it very, obviously there are some individuals who are so brilliant, but they have no people skills, they’re misfits, ok? But you say put him in a closet and give him a problem and he’ll come up with the answer but he could care less about taking care of his people, ok? Yeah we have those as well. We have them throughout different organizations within the entrepreneurial business world.

LNS: When you look at the university and you give us a grade?

WS: Did I answer that question?

LNS: Well you sort of answered it. I still wandering about some of these big forces that are confronting us. Do you think we are prepared technologically?

WS: No.

LNS: Do you think we have the infrastructure?

WS: No. No.

LNS: Is that a Board or?
WS: That's something we have to work on. One of the things that challenged us, I went to a Association for Computer Machinery Briefing or something of that nature shortly after I became a Board Member. And there's a County or a City not too far from here that had received something like $5 million. I don't remember all the details but anyway, the bottom line was that they were spending money to upgrade their technology in their high schools. And we found that if that was the case, what would be the attraction for them to come to Eastern Michigan University? Our technology is obsolete, ok? So if our technology is obsolete, they're gonna go elsewhere.

LNS: So we've got some work to do.

WS: We got some work to do.

LNS: And the Board is aware of it? The Board, you as a Board Member feel comfortable that we're working on it?

WS: I think we're making in-roads, no we're not there yet.

LNS: Overall though, how would you rate the university?

WS: No, the university is outstanding. But we're improving. No doubt about it.

LNS: I thank you very much for, we're running out of time.

WS: I hope I was able to share with you my thoughts. Let me take a minute here, my philosophy of command or management and I'll read them because I think this is something that should be a matter of record.

1. Be professional.
2. Integrity is non-negotiable.
3. Loyalty is a two-way street.
5. Be sensitive to and intolerant of abuse and misuse of our civilians and students.
7. Admit mistakes.
8. Disagreement is not disrespect.
9. Challenge assertions.
10. Conservation is everybody's business.
11. Leadership by example.
12. Maintain your sense of humor.
13. Keep things in perspective.
14. Innovate and seek a better way.
These are the principals that help guide me all the time that I was in the military. And I hope will guide me in my civilian career.

LNS: You could also evaluate a lot of people with those can't you.

WS: You certainly can.

LNS: Thank you very much William Stephens.