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Courtney McAnuff, July 6, 2018

Matt Jones

Alexis Braun Marks

MJ: Hi Mr. McAnuff, this is Matt Jones from EMU.

CM: Hi Matt, how are you doing?

MJ: I'm okay, how are you doing today?

CM: I'm good- no complaints; no one listens, you know that.

MJ: I'm here with University Archivist Alexis Braun Marks, so she can hear you too.

CM: Ok. Hi Alexis.

ABM: Hi.

MJ: Since we really have just an hour, and your resume is nothing to take lightly, I kind of want to get right into it if that's ok with you.

CM: Sure.

MJ: I have a little introduction to read and then we'll get into some questions

CM: You're kind of fading out...

MJ: How's that?

CM: That's better.

MJ: It's Friday, July 6, 2018, and we are in the University Archives at Halle Library, talking on the phone with Courtney McAnuff, former Vice President for Enrollment Services at Eastern Michigan University from 1996 until his departure in 2006. Prior to serving as Vice President, McAnuff served EMU in a variety of positions starting in 1980 as Director

of Financial Aid. When I was conducting research for this interview, Larry Smith, former Vice President for Student Affairs, told me that, "if Courtney had a fan club, I would be the president." He has worked hard in so many capacities at EMU, both on and off campus, and that earned McAnuff Emeritus status in 2006. There is actually a lot of static behind you right now...

CM: Let me pick the phone up...is that better?

MJ: That is much better. So that is pretty high praise coming from Larry Smith.

CM: Yes it is very high praise coming from Larry.

MJ: Can you tell us a little bit about your background, before coming to EMU?

CM: Sure. I was actually hired by the State University of New York the day I graduated with my undergraduate degree from the City University of New York to teach math in the educational opportunity program. They actually made a mistake by signing me to a calendar year contract instead of an academic year contract, and so they asked me, since they had to pay me, would I be willing to work in financial aid during the summer to help them out, and as long as I was being paid, I very much wanted to do that. I kind of took off in financial aid and they offered me a full time job in financial aid instead of going back to teaching. I actually accepted the financial aid job because it was permanent and the teaching job was on a grant. But I did teach in the evenings, but worked full time in financial aid. I got promoted fairly quickly at Farmingdale to Assistant Director, and then an year and a half later, the director was seriously injured in a car accident, and I became director. I was 24 when I became Director of Financial Aid there and I stayed there till 1980 when I applied to Eastern Michigan. Dr. Porter was the president who hired me.

MJ: How did you choose EMU?

CM: I actually was called- the former President of Michigan State University became chancellor of the SUNY system in New York, and he actually suggested my name to Dr. Porter, would I be interested in applying, and I said yes. I had no intention of leaving New York, but, it was nice to get a free trip to Michigan and to see what it was like. That's really-I came for the interview just out of curiosity more than a desire to leave where I was. They showed me a brand new financial aid office that had just been reconstructed in Pierce Hall. It was spectacular. They pretty much gave me everything I asked for and so we actually made the decision to come because it allowed my wife to stay home with our kids and not have to work, which we had to do in New York because everything was so expensive.

MJ: Ok. Well, I had read that you got into financial aid by accident, and that explains it. Can you- What kind of institution or campus did you find when you came here? What impressions did you have?

CM: Well, I'm laughing because the office was spectacularly beautiful but nothing worked. They had all the computers, and my first day in financial aid was September, 1980; as I got to the office, it was early, it was about 7:30, there was a line going downstairs, going outside, and I asked the person in the line, "what's this line for?" And he said "Financial aid. Everything is so fucked up here." That was my first conference. And so, I went up and asked the young lady in the line, "Why didn't you use the computer?" because they had 800 pages of printouts, and she said "Oh well they don't work; they're not even plugged in." I didn't realize that when I came to the interview- that they had bought the system but it was never implemented. I think it was a challenge on the customer service side, but you know, I actually started working the first month at the front counter. I didn't start in my office because I had to learn what all the issues were, and what we were doing. And then, Dr. Porter gave us the money to put the software in that we had the money to purchase, but not the money to install it which was kind of counter-productive. Dr. Porter- he was very supportive. He was a man obsessed with goals and numbers. In fact, my first month there, he said "Can we enroll 2550 freshmen?" At that time we had 1,700, 1,600, and I said to him "Dr. Porter we can do anything you can pay for." So he actually gave the Director of Admissions and I carte blanche to design things, that was Don Kajcienski and we actually came up with the concept of some Merit Scholarships for recognition of excellence and the Regent Scholarship. We created them to try and recruit some more talented students. He (Porter) wanted the freshman class broken into thirds: 850 quality, 850 unique, and 850 opportunity. He is still transfixed in my mind, 30-odd years later: 850 with GPAs above 3.5, 850 between 3.0 and 3.49, and 850 below a 3.0- that's the need, or "opportunity" segment. And so we were really good with the middle and bottom but we were not good with the top, and so creating the merit scholarship program actually made a huge difference for us. At that time we were one of the few publics that had a merit program, and so we were in a very unique position like in '81 when we launched those programs. Probably three or four years later, Don Kajcienski left that year to go to University of California, San Bernardino. He left with the academic Vice President Tony Evans who was made president there. The Assistant Director of Admissions had left the month before -Greg Peoples- to go to school in Flint, and so admissions actually had no leadership very suddenly. And so Dr. Porter and Larry Smith asked me to take over admissions that year while they did a search for an admissions director and assistant director. I was the logical person because I had worked with them and our offices were physically next to each other. But we had a great year that year, and we had a record class, and so I got admissions permanently and so I did hire a Director of Admissions, who came in and we took it from there. We had a very good run- we created the Presidential Scholarship a few years after that and the reason we created the presidential Scholarship was never to give away the scholarship. People tend to misunderstand that. The reason that we created the scholarship was to get 600 of the best students in Michigan to visit our campus. So we couldn't get them to visit us,

but those students were so competitive- when we first put the announcement out, we said that everyone who was invited would have won a scholarship, just like being invited. We actually charged them to take the test, and people paid it. We probably had almost 500 people show up. EMU faculty designed the exam; it was very hard because we didn't want too many winners- we couldn't afford it, and it turned out to be a great success. Because we all those invited students taking the test, we actually had the reception at the hotel by the golf course and we put on a great reception, had all the great-looking faculty speak to them like Bob *Korkavall????** and a bunch of others, with his pipe- just that great image. What happened was that we had a conversion rate of 50% of those who actually came, when the conversion rate before that exam was around 17%. So that is why we did the exam- it was never about the scholarship, but it was about getting them to the campus. I believe they're still doing it.

MJ: Well you answered a bunch of my questions right there, one of which was what kind of tactics do you use for student recruitment?

CM: Yeah we did that on the Honors side, and then we expanded an MLK Program- the MLK Day Program for low income students where we created a three-day summer visit program; we probably brought a thousand kids from the cities to campus during the summer.

MJ: Was that the Summer Incentive Program?

CM: No that was a different program. SIP we created because we just weren't getting enough low-income students in the class from our inner cities. So created SIP, and I believe we allocated 50 slots for SIP. So these were kids that had just applied for admission or were denied but were close. They were low income and we brought them in for intensive summer work with the expectation that if they completed that summer work they'd be admitted as a regular student. SIP was really a part of our stewardship responsibility as a public university to the State. The greatest change in determining access for low-income students is getting educated. It truly changes the trajectory of the student's life. Because of SIP, I continued the program here because Rutgers has a little more money and we are able to do it even a little stronger and we call it RFS- Rutgers Future Scholars. So because of the experience at EMU, a year and a half after I got here we started RFS; we actually take 200 7th graders in New Jersey whose families are on welfare and we offer them a full scholarship to Rutgers in 7th grade if they can earn regular admissions -not a special admissions program- if they can earn regular admissions, they go free. They come to campus for 3-6 weeks every summer starting in 7th grade right through high school. That program really works well. Michigan has started this modeled after our program, called the Wolverine Pathway, and about four other schools are starting it this fall. So I think that EMU and other universities do a phenomenal job and I often make the point that it shouldn't be compared to the University of Michigan because Michigan admits everybody with a four point, and the fact that they have a 90% graduation rate is probably a failure- they all should graduate

when they come in with perfect test scores and a four point. The fact that the value added at schools like Eastern Michigan for the State are often understated.

MJ: What kinds of things do you think were effective in student retention at EMU? Did you have any tactics employed that were not effective? What was effective?

CM: Well, I think that we had to personalize the whole approach to retention. Larry Smith was really on point with this. Also another staff person at the time- John Burkhart, I believe that John Burkhart was head of the health center at the time and for some reason, John was really interested in retention, and so we created the FIGs- Freshman Interest Groups. They were to try and put freshmen- We created Fast Track, I don't know if you still do that...

ABM: Yep, they do.

CM: We found that we were losing students that weren't yielding so we decided to start our registration process in March, and that was like hell because nobody wanted to change. They were doing everything in August before Fast Track. But I thought if we could get the students in, get their ID cards, show them their class selection and their financial aid, that we would be more apt to keep them and that did indeed work, because if they went through Fast Track, it was 94%. We didn't lose students who came to Fast Track. But it was very hard, and Dr. Porter and Larry had to put all their weight behind getting people to change their process for registration and those kinds of things, but that worked. The orientation program became much more inclusive. We actually broke orientation groups into groups of twenty, started paying group leaders, really trying to define the student experience quite a bit better. We tried to put the groups that were commuters and students in housing- we tried to mix those twenty students so that students that were from away would have a local bonding community or house they may be able to go to- something they could tie that in. Dr. Porter came up with a series of corporate imitators that made all our lives miserable. Every Monday morning at seven A.M. we would have a corporate meeting. As he said, "I assume no one's busy at seven." He had a series of imitators, I can't remember them all now but one was retention, one dealt with planning- if you didn't fit into one of the five imitators, you didn't get money. So retention became everybody's job because people had to align themselves with one of those goals and retention was one of the major goals. If they couldn't align with one of the goals, they couldn't get any additional funding.

MJ: We recently talked to Glenna Frank Miller and Greg Peoples, and we were wondering how closely you worked with Glenna on orientation?

CM: Intimately. Glenna and I worked really, really close. We actually became best friends. I went to all of her kids' weddings and she went to mine. Yeah so we've always been very close. We were actually in Europe last summer together. That group of folks at Eastern

Michigan that I started with are still my best friends. Jim Vick and Glenna, and Ellen Gould...I think Ellen may still be there. I think she is about the only one though.

MJ: I read somewhere, a quote of yours, saying that nothing really compares to the tight-knit atmosphere here at Eastern. You said that the campus may seem large but the relationships are what make it seem smaller.

CM: Well it truly is. My best friends are the people I met at Eastern. Even those that went on: Gene Smith, the Athletic Director at Ohio State, was the AD at Eastern Michigan when I was there. We all became really good friends. Bill Bonovich, the person I hired to run admissions is now the VP at Syracuse. We're all going to his son's wedding next month. We're all still very close and it was Eastern that really kind of cemented that. One thing was that we all lived within a mile or two of campus and so we all had kids the same age so everyone hung out together.

MJ: Did you notice that familial aspect change over your time here?

CM: Towards the end. Towards the end it did. When John Fallon came in, it started to lose quite a bit of luster.

MJ: Why do you think that is?

CM: John wouldn't listen. He came in I think from SUNY Potsdam. And his third or fourth month there he fired Juanita Reed and Kathy Tinney. Juanita had probably been there for 20-25 years. She was the VP for State and Federal Relations. Loved and respected Kathy Tinney who had been there her entire professional career. He had the police escort them off campus. IN fact, the reason I'm at Rutgers- because I went up to him and said "you know, John- if you don't want us to work for you just tell us." You know. We can resign. You can give Juanita the option of resigning. He said "I don't work that way, but I like you." That sounded like the kiss of death. It was actually that afternoon that a headhunter from Rutgers called, and that's why I came for that interview- because of him. I would never have left there.

MJ: I just read a comment of Fallon's, upon your move to New Jersey. It was glowing praise, and it's nice to hear all sides of the relationships here.

CM: Yeah and you know, they fired him maybe 12 months after I left, but I didn't know that at the time. You know, I still wrote for a couple years with Roy Wilbanks, and Roy was very supportive of me, and a couple of your current board members were around back then. It was actually a very tight relationship. The board was always very interesting- they had a lot of personalities, but the administration was really very family oriented. The negatives were probably the unions and in fact, Susan Martin, when she became president, they had a reception in New York City. She'd been there for about six months and she came to me and said "So what would you change if you were still there?" And I said "I'd fire

Howard Buntinson and Susan Moore. You'll eventually lose but you'll have two years of teeth." She didn't listen to me. They were actually, they actually picketed admissions while a lot while we would bring in prospective students and I would say "Howard- if they don't enroll, we can't pay you. Do you get that?" Isn't that kind of counterproductive? He'd say, "We're just sending a message." Yeah. OK. That was probably a negative of union relations, and we have not had that here at Rutgers- haven't had a strike.

MJ: I'd like to go back a little ways to 1984. You being so heavily involved in admissions and financial aid, you probably saw better than anyone else the impact of federal and state budget cuts on the University. In 1984, Reagan proposed cuts that would have slashed federally backed grants and the National Direct Student Loan Program, and I'm wondering what those cuts would have meant for EMU?

CM: Well they would have been dramatic but also around that time, the board and the president were really forward thinking. They decided that year to approve the financial aid budgets one year ahead of every other university budget. So financial aid and that's direct aid to students- was somewhat immune from state cuts and university deductions because of Dr. Porter's willingness to bring that budget out of cycle. At that time it was called Function eight. We would bring the Function eight budget a year ahead of the rest of the regular university so it wasn't competing against anything. So the federal cuts would have been Draconian but we did have a great champion in Congress named Bill Ford. And Bill Ford that year chaired the Education Committee in the House of Representatives. John Dingell was also really supportive. I spent a lot of time in Washington in those years with Dingell and Ford. Senator Levin was also supportive and his education person was Jackie- I don't remember her last name. I probably spent several weeks with them. SO we actually were well supported and I didn't think we'd be in danger based on what they were telling me of losing a lot of things. Congress and Ford also got us the money for Welch Hall. So the Welch Hall renovation was tacked on to the federal Pell Grant- basic grant at that time.

MJ: You and President Shelton testified before the House about the Reauthorization of the Higher Education Act and you weren't there to lobby for Eastern, but to support the continuance of programs across the country and I wonder if you could share a little about that process- developing a strategy that would advocate for students at EMU as well as across the country.

CM: At that time I was also elected to the board of National Association of Student Financial Aid Administrators. So I had done quite a bit of work on federal aid policies, and I actually had sat through several days of testimony around the country with Congressman Ford with his Chief of Staff Tom Landen. So I got a great insight into several processes and most people probably wouldn't have gotten. Ford- I think we were the only school in his district and did involve me in a lot of things so what I learned -I shouldn't probably say this- but testimonies were only for show, you know. I kind of knew that when we were testifying that they generally don't listen- that they go around the

country and have people give their opinions, their views, and then they do whatever they want. I actually sat in a hotel room with Bill Ford when they were drawing up the basic grant money and they had gone through like ten days of testimony around the country, and they had bought Us Jack Daniels. Tom Landen, Dallas Martin, and they were like "How much money do we really have? 8.3 billion..." And they actually wrote the bill backwards so you know, the whole trip, I was thinking "My god- why did they go through this whole exercise when they're gonna do whatever the hell they feel like doing?" So I did learn a lot about this whole process, and hey- it looks good on paper that you testified before the House. But the real discussions are behind the scenes and when they go back to their meeting rooms.

MJ: I wondered when I read that, if it was difficult to try to keep it general-

CM: No, it really wasn't difficult to keep general because it doesn't matter whether you're poor in Detroit, Newark, in Florida, or South LA- the issues are the same. When we talked about impact on losing aid for folks with negative family contributions, the Federal Government doesn't acknowledge a negative contribution- they stop at zero. But negative contributions are a term we define when students have to earn money to pay into their families. They are so poor that if they don't work, the family suffers. Many of our truly high need students need some sort of employment to survive and I also did a study when I was at Eastern Michigan on black students who were successful. I haven't written it up but I have the study done- I was in a doctoral program and I had the research that virtually all the black students that graduated from EMU had either an on-campus employment or a strong faculty mentor. It was so obvious- it just stood out, that; students who were successful found a way to affiliate with the University and it was particularly critical to first generation students whose families had not been in college. They formed a mental relationship, and college work study is the best way to make that happen. It forces that work. So we actually created full-time summer work study jobs for low-income, incoming freshmen. I think we had 50 of them we brought in early and they went right to work in the offices. Several of them are financial aid directors now. That is something I brought to Rutgers. We allocate an extra \$400,000 a year for really high need, low-income students to very inclusively give employment opportunities on campus.

MJ: It seems like that connection to a university definitely helps.

CM: It does- the affinity and the relationship. If you have a relationship with something, you're more likely to persist. John Burkhart did a lot of work with Larry Smith on the first six weeks of school which we use a lot. That students tend to make the decision to leave the university upon six weeks of arriving. So how do we intentionally intercede in those first six weeks to make sure that they have a better opportunity?

MJ: I also remember you saying that one of your most important tasks was explaining to new students what they need- the difference between what they need and what they want.

CM: Needs and wants. The idea of student debt- what that does to them. Larry Smith had my favorite quote, which I still use today for our staff: "The test of our effectiveness is the positive impact we make on the life of one person." I always loved that quote because it doesn't matter how big the institution is- it is still that individual that you make a positive impact on that changes their outcome- their trajectory.

MJ: I'm amazed at how many interviews we've done with administrators who all quote that quote.

CM: It was very ingrained in us. I have lots of Larry quotes.

MJ: I'll take some more, if you want to give us some more.

CM: Another quote that I love is that, every time we would cut the budget, he'd look at us and we would say, "In the winter, even the porcupines huddle together." I'll always bear that in mind. It was a good group- it was a very smart group of people, it was very student focused. My worst job was actually Student Affairs. I call that my "wildlife management phase." I just had a decent weekend's sleep, when I had the Dean of Students reported to me. It was stupid stuff, but it was invariably somebody would do something. My first weekend in charge of Student Affairs, President Shelton said to me, "Only call me if it's going to be in the newspaper. Otherwise don't ever wake me up." The police called me at home at 10:30 P.M. and Phi Beta Sigma members were giving a dance in McKenny Union, and ballroom was at capacity at 400 at 10:00 P.M. which is really unusual because their dances don't start till midnight. The police said "there's still another 600 people trying to get in, so we do need to shut this down." So we shut it down and as I drove down Washtenaw the two miles to campus, I was passed by police cars and ambulances, and a really sinking feeling in the pit of my stomach. I did make the call to the president at that point. It did end with a few kids getting arrested, one's in the hospital and I go up to St. Joe's and she's handcuffed to the gurney; beautiful girl, 100 lbs., and the State Trooper standing over her. Apparently, the state trooper had told this very friendly girl "go home, the party's over," and her boyfriend decided he wasn't leaving, it escalated, and so...that was not unusual for eighteen-year-old behavior there.

MJ: When we talked to Greg Peoples, he talked a lot about those kinds of things that would happen.

CM: Greg and I did a lot of dance patrol 'til one or two in the morning at Bowen Field House or McKenny, so we all, Jim Vick, all of us would go to those dances. Maybe that's another reason we bonded. But it was great, and the kids, for the most part, were 90% great. There's always a couple percents...Arm of Honor was my worst fraternity; they were always in trouble. They, one of them shot out the windows of another fraternity with a BB gun, and when they came to my office, they all came in suits with bibles. You have to laugh at this stuff. They were always on the edge of anarchy.

MJ: It seems like without a sense of humor, you would have really been sunk.

CM: Well you have to laugh over it. They were just really immature. They're just immature- it's part of growing up.

MJ: You referenced a crisis facing black students in higher education. I wonder if you could describe that crisis- that was 1995.

CM: There still is, unfortunately, a crisis- especially with minority males who are achieving at a rate significantly below females. It's just not cool to be smart for a lot of those guys. I was hoping President Obama would change that perspective, and it did for a small few, but if you think about it, by the actions and the decisions they make in 9th grade- getting into EMU- if they hadn't taken rigorous academic courses curriculum, didn't take the ACT or SAT classes that prepped them for those things, they're probably not going to be admitted. So part of the reason I am so big on outreach is to steer younger kids into the right sequence of classes. It's just acute with minority males. It's unfortunate that we are sending as many of those kids to prison as we are to college. For every 200 kids here at Rutgers, we put in Future Scholars, the state of New Jersey saves about thirty five million dollars. So it's just such a smart investment for our state university, and for the state to invest in those kids. Because education is the only true life-changing experience that you can't take that- kids that are educated tend not to go to prison, they tend not to need public housing, they tend not to need Medicaid, they tend to have quality of life in the community, they tend to stay with their families. So it's just to me a no-brainer, and public policy is very slow on that because it doesn't pay off for the governor's tenure. It's a very slow investment. They're looking for something that they can build- like a prison in a year or two, or something very tangible.

ABM: I don't know if you can hear me very well, but I'm curious to hear a little bit more about your thoughts in terms of how that plays out in the board. All our board members are government appointees, and given that type of public policy isn't showy and flashy...

CM: The boards changed. Whether they were Democrat or Republican, they had a different flair to them. I think that Democrat appointed board members were more into access issues than the Republicans. Board members- Republican boards were more into egalitarian treatment of all students even though there were disparaging impacts on different (unintelligible). So we had a lot of different boards. Earlier in Dr. Porter's tenure there were wealthy Democratic boards so they tend to have been supportive of those access things like Summer Incentive and MLK programs. Dr. Porter was the one that was focused on the merit side and the academic scholarships. But different individual board members really have and bring different perspectives, so it depends on the chair of the board- whether or not they had some supportive ideas with Tony Drzinski who was very supportive, and I'm forgetting the names of some of the other board chairs. DeMattia was one who really didn't care about that stuff, he was into other things. You

definitely had to know which board members were on the issues and work with them accordingly. I do think that we changed our testimonies. Our big crisis on Shelton's watch was the changing of the logo. Those were the ugliest board meetings of my entire time at EMU. People would come with venom. We actually didn't spend a lot of time on the student affairs side; we literally, for two years, had picketers at a lot of those board meetings who were just unrepentant in their desire not to change the mascot and logo.

MJ: People are still upset about it.

CM: Yeah- well they're pretty old now I would imagine, because they were old then. I didn't quite understand how obsessed people were with that. At first I didn't support the logo change until a native student said to me "So what if all the white students ran out in the basketball court in black face- would it bother you at all?" So, you know, when you put it in your perspective, then yeah- I can see how that would bother you. But I don't know if any of your archivists have talked about the day they picked the eagle? It has to be the most amusing board meeting ever.

MJ: Tell us about it.

CM: Well Shelton, he created a committee. The committee was too big. He had like 20 people on that committee. So he tried to bring in alumni and they actually came up with a prize of several thousand dollars if we selected your idea for the mascot. We got hundreds of them. Big loose leaf binders full of mascots. We were almost the Owls, but someone had written on the back of this thing- "Look at the hooters!" So out went the Owls. And then we were the Emerald Knights, if I remember correctly. Some woman said "Knights- they treated women like chattel. How could you go from mistreatment of Indians to mistreatment of women?" So out went the Knights. This went on all evening. Almost anything that someone suggested, there was somebody against it. Even though the committee was instructed to pick a logo that was unique, that no one else had, we ended up with the Eagles even though thirteen other schools had eagle mascots, because it was the only one that didn't offend somebody. It was actually a hilarious meeting because every time something would surface you would just wait for someone to take offense to it.

MJ: I love hearing about the other possibilities for names.

CM: We were the Hornets, but I think Saline was the Hornets. They just went on and on. Did anyone tell the first night that Swoop came out of an egg?

MJ: No. (laughter)

CM: Bob England, who is the Rec Center Director- they gave Bob charge of giving birth to Swoop the mascot. So every week the egg got bigger. They built this egg and so finally the egg was big enough to hold a person, and at a basketball game they would break

the egg open and out would come the new mascot. Well the kid that they hired to do it didn't show, and so they got some other kid but the kid was very scared to do it and he got loaded. He came out of the egg a little drunk, so it was really funny. They were shooting foul shots in Bowen fieldhouse, I forget what team they were playing, and this kid holds up a Playboy centerfold as a shooter, shooting a foul shot and gets a technical foul.

MJ: Oh my gosh.

CM: So Bob was held over the coals for that. But you have to laugh at that stuff.

MJ: Yeah

CM: So that's how Swoop was born I don't know if you have Swoop or no. He came from the egg.

MJ: I never heard that story. I love that story.

CM: Bobby ? If you ever talk to Bob, he's probably still around. Bob was here when i came and he built the Rec IM building in probably in 1982 or something. It was all his concept.

MJ: Do you think there is any EMU administrators that never got their due who just did great things but were more behind the scenes than other people?

CM: Yeah there was probably a lot of people. Russ White he had housing. He was a pretty creative guy, he left. Carl Kristoff , another guy, had student employment I thought was pretty creative. That went on, I'm trying to think, to some of the folks. I really admired Juanita Reid. She was really one of the smarter people. Pam Flower who was our financial aid advisor now director of financial aid at Michigan, she was really sharp. When she came to work for us, she was just a superstar that we were able to bring through here. Ben Braun, our basketball coach I think changed the trajectory of Eastern in the late nineties he got us so much publicity with those teams. Probably the person that had the biggest impact on our exposure and ability to recruit students was a little point guard named Earl Boykins. Earl was 5'4, was not offered a division one scholarship other than by EMU. He literally built the convocation center. For four years that Earl played here, you could not get a seat in Bowen Fieldhouse. You couldn't get in. The lines were out the door. If you didn't get there an hour early, you could not get in. He was the most dominating player I had ever seen. At 5'4 his first game at Bowen Fieldhouse, they're playing Wisconsin, ranked 9th in the country. They had Michael Finley-Rashard Griffith. Think we were up 50 to 17 at halftime. He stole the ball, they had no clue about him. While we there we beat Syracuse and we beat Duke and we beat North Carolina. It was just amazing run. We beat Michigan State, we beat Michigan. It was an amazing run. My favorite quote from Earl was-we beat Michigan the second year there and the reporter says to him "how does it feel to finally beat Michigan? We've

lost to them for the last 15 years.” He looks as the guy and says “I’m one and O.” And then we beat Duke in the second round of the NCAA tournament. Earl, I believe, led the nation in scoring his senior year, 30 odd points a game. His other guard Derrick Dyle was first or second round NBA pick. Those were great teams. I think we went to the NCAA tournament twice. The NAT did really well. He was on the cover of Sports Illustrated. We got so much exposure, he was the most talented little man in the country. I think he had a 12 or 13 year NBA career.

MJ: Wow! I ought to look this guy up.

CM: Yeah. Earl Boykins. When Ben Braun and every coach on that team, he got them a head coaching job somewhere else because of the success of that program. So Ben went to coach Cal Berkeley. Gary Waters went on to Kent State. Keith Danbar went to Akron. And there’s another coach, I don’t remember his name, went on to Davidson. Every assistant on the team because of Earl’s four years they did Eastern Michigan so well. Went on to great things.

MJ: Well what kept you here for 26 years? You said you came here to begin with just for a free trip to Michigan.

CM: Right, and I was gonna stay three years, that’s what I told my wife. We just go there and then advance a career somewhere else. With the quality of life there, we loved being there. Our kids were doing really well in school. The friendships and relationships that we developed there as I said earlier, those people are still my best friends. We enjoyed being there, we hung out together. Probably eight or nine of us had game night once or twice a month with our spouses. So it really was a family atmosphere. We wanted to stay there. People didn’t look to leave.

MJ: Is there anything that you think is your greatest contribution to the institution?

CM: That’s a tough question. I think it was just revamping the way we admitted quality students and it was such a challenge with Michigan being six miles away. We were always kind of picking up their leftovers. I think when we created the merit, Michigan didn’t have any program like that, we were actually able to start bringing some really good students to Eastern. Those things changed everything. They changed your first year retention and they change your graduation. But like all things, you can never take your foot off the gas. You can’t coast with those programs or you’ll lose ground very quickly. I think probably Dr. Porter’s leadership was really instrumental in EMU changing direction. As much we scoffed at his corporate imitators, every god damn Monday morning, you better count those numbers at seven in the morning and you were to make sure that your numbers came in. I said to him once “Dr. Porter where did 25, 50 come from?” and Dr. Porter would always switch to the third person. He would always switch to “the president came up with it.” And I’m thinking “well, you’re the president.” But at any time he would tell you no, he would switch to the third person. Like “I would give you the

money, but the president can't let you have it." Whenever I noticed he would switch persons I knew we weren't getting the money. It was a big budget. He provided great leadership by making people accountable. And by making enrollment everybody's goal, if you weren't tied to doing for students you didn't get money. Whether you were on the academics side or the student services side, a lot of people aligned with my area. I think we moved from 1,600 first year students to 2,550 within three or four years. We're able to up bring quality. Larry Smith was actually quite brilliant with the concept of marketing. He was the first person that I knew that put marketing in higher education, the very first person. And now it is commonplace. Much of my job involves market at Rutgers we probably spend 1.5 million a year on marketing here. We don't have to do but it's just an investment in brand. I learned a lot from Larry. I'm focusing outside of the normal sphere of thinking on other concepts. It was the idea of brand and brand marketing and value awareness that made a big impact on me. We have to give parents reasons to brag for why their kids are picking our school. We were very determined in messages for parents and family. Anything we wanted parents to read we would put on a postcard not in a letter. We knew the parents would read it even if their kids didn't. So even when we offered scholarships, we would put it in a postcard- "A scholarship offer is coming." Even the freshman at Eastern the parents would read it. It was a very need approach to thinking differently which has served me very well. I credit Larry with a lot. Jim Vick was a really good leader and I think he got a bum deal at the end. He was so committed to students. He was at campus all the time. We had a lot of fun with Jim. Played numerous practical jokes him.

MJ: Do you remember any of those?

CM: Oh yeah, I probably have 20. We actually, when he was away at his wedding anniversary dinner, we had the campus police park in his driveway with their lights flashing and we called him and told him his house had been robbed. So as he rolled back in and the police car is there, he was just in a panic. We also, I think Don Lopnow and I, we also gave him a sedated greased pig for one birthday that made quite a squeal when it was unwrapped. I think for his 40th birthday we gave him 80 lbs of dirt. Took a couple of people to bring the gift in and we had all kinds of directions for spreading the newspaper and dumping the contents on the floor. Basically we told him you're over the hill. I do remember that. We had a good time. But you always very alert for the practical jokers because you knew your turn was coming.

MJ: We have one more question for you. I guess two question in one. Just what are the strengths and what do you feel are the weakness as well?

CM: Well the strengths when I was there was definitely the people. I think that a commitment to students was very strong. In fact EMU today, I was in Chicago last month somebody stopped me on the sidewalk and said "do you remember me?" I had no idea who they were. "I remember you from Eastern Michigan. You guys helped me and I'm working downtown now." Those things really make it worthwhile. Probably, the thing that I think

we didn't do well, we had an inferiority complex to the Michigans of the world and didn't tell our story well enough. The value added to the state of Michigan at Eastern I think is a story that has to be told. We don't tell that story, we are often apologetic for what we do. But I actually think EMU does a better job than Michigan. I mentioned this earlier. Michigan takes 1550 to 1600 SAT or 35 ACT kids with 4.0 and their graduate 90% of them. The school that graduates 65% that takes kids that are average. Which one does the better job for the state? Which one has more trajectory in changing lives or outcomes for the state? Sometimes I didn't think we told our story well enough. The impact that we had on the State and access, that's where I think we fell down.

MJ: Okay. Do you have anything else for the record you'd like to say?

CM: No, no. I enjoyed it. I loved the years and the alums that come in like Bruce Halle had a big impact, Halle library's name. Trying to remember his chief of staff, they named his study center after him in the library.

ABM: The study center or the faculty development center?

CM: Well, it wasn't then.

ABM: The Holman center?

CM: Yeah, Bob Holman. He was phenomenal. He would come to campus every year and take all our student workers out dinner at the Marriott. He took like thirty students out to dinner every year. He gave every kid a hundred-dollar bill to thank them and I know that wasn't tax deductible. But he did that every year that I was there and was just a pretty neat guy. Some of the ways the board interacted with students, I think was great. We had different presidents, different leadership. So I was there under several, I loved Don Loppnow even though he wasn't president when I was there. We had a great relationship with some of the faculty members like John Knapp, he was the head of psychology when I was there. He may have retired by now. But it was really a great community of people that made it worthwhile.

MJ: Alright. Well Courtney, it's been great talking with you.

CM: Yeah, same here.

ABM: Yeah, thank you so much for your time today.

CM: Alright guys, good luck

MJ: Take care

CM: Goodbye