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EASTERN MICHIGAN UNIVERSITY
HISTORY

INTERVIEW
WITH
GARY HAWKS
LNS: I'm talking with Gary Hawks, we'll ask him a little bit about his background. Gary is a Graduate of Eastern.

GH: No, I didn't graduate from Eastern. No I graduated from Michigan State. I did some Graduate work here but I graduated from Michigan State.

LNS: What year did you graduate from Michigan State?


LNS: What did you do after you graduated?

GH: Business Administration. I had a job with the Hallmark Greeting Card Company. And that came about before I graduated as a result of a job offer I had when I worked at Marsh Office Supplies as a student.

LNS: You didn't write those little greetings or anything.

GH: I didn't have anything to do with that. That wasn't my talent, but I was in Sales work there.

LNS: When did you come to work at Eastern?

GH: I came to work at Eastern in I think it was March of 1964. That was a result of, I was at Marsh Office Supply did Sales work for them and I used to call on Helen McCulla and her staff.

GH: Helen McCulla at that time was a Controller and she was a lady that was really way, way ahead of her times cause she was the only Controller of a University in the State. She had been at the university for many, many years. In fact, McKenny, who McKenny Hall is named after. She used to drive President McKenny to Lansing for their half-hour Hearing that they give once a year when we when Eastern used to report under the authority of the State Board of Education under the old Constitution. But we're in the Kroger store and I just had been recruited from General Motors to Ford Motor Company and had been at Ford about four months I think, when we saw Helen in a Kroger store, Shirley and I did. She said I want to talk to you. I was talking to President Elliott about you and we're looking for young people, we are going to start growing now and we got our autonomy. I didn't know what she was talking about at that point. But as a favor to Helen, I agreed to come up and meet with her and President Elliott. So we came up, they'd asked me to come to work for them and I said it looked really good for me at Ford Motor Company and I decided not to do that. Well then President Elliott and she got a hold of me again and said well some of the Board Members would like to talk to me. A couple of the Board Members, I knew their kids but I really didn't know them. Dr. O'Hara was on the Board.
LNS: This is the first Board of Regents.

GH: Right.

LNS: And it's really a technically it's a Board of Control may call themselves the Board of Regents.

GH: Anyway, I met with the Board Members and Shirley talked about and said if you stay with Ford Motor Company you could be transferred all over the place your family would be upset and this and that. So ultimately we decided to come to work and I was at Ford and then six months to the day when I left to come here to work at Eastern. But that was an interesting time Larry, because the people of the State of Michigan approved the current Constitution in 1963 to be implemented in 1964. This meant that many of the payrolls, we have Local payroll here at that time but we had State payroll. So Purchasing was all done through the State of Michigan and Locally we had get a better deal on things and had put through a State Contract in many cases. So there were a lot of tests of this autonomy. My first job was called I think, Supervisor of Accounts Receivable or something like that. I did all the Student Loans, all the exit interviews, I set up the Registration Process which was at that time something you may recall had happened at most Universities in the Field House. I had the Police Department and I don't know what all. I was there in that role for I had a State Audit after I was on the job for about two months. But the Auditor General and I became very good friends after that because he was very helpful in straightening out some of the things that we had to do differently at, here at Eastern. I was here in that role about six months and a guy named Dick Keist was the first Personnel Director we ever had.

LNS: How do you spell his last name?

GH: K-E-I-S-T, I believe and he'd gone to Colorado State University to be in Student type work like you've done Larry. I had been involved in some Labor work with the Chevrolet Division of General Motors before I went to Ford. So I know a little bit about Labor contracts and that type of thing. I was the only one here at the University that knew anything at all about it. So they'd ask if I'd become the Personnel Director and so naturally I said that I would.

LNS: Now this Dick Keist, he was the Personnel Director?

GH: Yeah he'd only been the Personnel Director and he'd only been in the role for maybe six months, less than a year.

LNS: And then he left.

GH: Yeah because he just didn't like Personnel work. He wanted to be in Student Activities.
LNS: Oh, I see. So that would've been 1964. All in one year that you went from starting here to becoming Personnel Director.

GH: Right.

LNS: Made you feel pretty good about yourself.

GH: Well sure yeah. But there was a lot that could be done because at that time we had nothing in the way of fringe benefits.

LNS: Where you unionized at all?

GH: Not at that point but it was becoming apparent that was probably going to happen.

LNS: Let me stop you for just a second. Elliott was the President. And Elliott had been sacked by the Board of Education.

GH: Yeah. Larry that's right. Actually the last act of the Old State Board of Education was at it was Constituted the last act they did was to fire Eugene B. Elliott as President of Eastern Michigan.

LNS: Why did they fire him?

GH: I don't know that politics. I never really followed that. I don't know maybe it could've been is age. Back then they could get rid of people because of age. I really don't know the history of that well here. But that was their last act. Then their first act of the new Board of Control or the Board of Regents as they called themselves, was to hire him back for a year while they did their search. Then I made arrangements for a nice retirement party for him. Treat the man with some dignity because the State Board had not treated him with any dignity whatsoever.

LNS: So there must've been some friction.

GH: There must've been, yeah. But I never knew that part of it. As I say, then he was hired for a year, they did their search and came up with Harold Sponberg then as President.

LNS: And so during that year that Elliott was here that was the year, his last year here was your first year here?

GH: That's correct.

LNS: And you became the Director of Personnel. You were privy to a lot of things in that role, I would assume that would be going on and that was going on and they had a big search for Sponberg. That went pretty smoothly.
Yeah. I think that went very smoothly and the Board of Regents really kind of controlled, they involved the Faculty but not to the extent that they are now. Harold Sponberg was from Washington University in Topeka, Kansas. But he'd also come up through Michigan State University where he got his Doctorate. He was a little All American from Gustavius Adophus College when he was going to college. And was a very dynamic leader and much like yourself, he was an outstanding public speaker. Outstanding, he could remember people's names. He could talk to a neurosurgeon as well as he could the Custodian about maybe stripping the floors in the hallway. He just was one of the most unique people I've ever met in my life.

He started out and he's really the first President so to speak, under the Board. Even though Elliott was a caretaker President. And the Board is trying to find its way around I would imagine because there never was a Board just for this Institution. Edward McCormick, Bud McCormick, was the Chair of the Board. And as you look at the Minutes of the Board Meetings every minute there were Board meetings. First year, they were wandering around in the desert, so to speak trying to find out where things were. Lots of building going on, lots of growth on the campus, lots of exciting things happening on campus. Eastern is at a key point in transformation.

That's right.

And you sort of think about the school in those days and what it was like.

You really described it. It was a key point because this was a little sleepy teacher's college here and salaries were light and faculty salaries, everybody's salaries were lagging way behind. Dr. Sponberg, because of his intellect, he's one of the brightest men I've ever met in my life. Because of his intellect and his ability to work with people he started working with the Legislature and started receiving some more favorable treatment. The Board of Regents, that first Board was an outstanding Board. Great, capable people on that Board. They all had a sincere interest to move the Institution forward. As I mentioned earlier, there were a series of tests, Purchasing was one of those tests that came along. And buildings, very early on, the first building that came up was Sill Hall as I recall. And the State even provided the Building Inspectors. And we wanted to exercise as an Institution our autonomy, and one of the concerns that the Board had at that time and Sponberg was, State Inspectors would drive down here from Lansing they'd drive home and they could forget this place. When the building's done, they could forget it too. They did their job. So there were times when say the specifications for a building may call for a foundation, and I don't know what it was, say twelve inches wide and they could say well we can still get by with a ten inch foundation so lets do that. And that was the thing the Board and the President really wanted to get away from. So there were tests where we finally came out on top where we were exercising their autonomy. And because of their
interest and this was their sole responsibility, they were able to devote a lot of time in it. At that point, the Board worked with four different committees. The Committees operated very effectively I think and they kept each other informed. And there was just a real good spirit and then we had either two or three Board Members that got Kelly-ized and Frank Kelly as you know, is the outgoing Attorney General and he was Attorney General at that point. But he'd made a ruling to the effect that people serving on Bank Boards that do business with the Institution could no longer serve. They would have to give up one or the other. And so at least two or three of the Board Members resigned at that point.

LNS: Do you know what year this would've been?

GH: Larry it was around '65. I'm not real sure.

LNS: So it was right after the beginning of the Board.

GH: Yes. So then the Board still had worked very closely together. Then after a few years, if you take a look at the Minutes you'll see that they're really very brief Minutes. They would record the actions moved by so and so and supported by so and so and state what the action was. And the Minutes, as the years went on, became longer and longer because "I want this to be recorded in the Minutes". As you'd mentioned, the construction, there was much that had to be done with the growth that was taking place. In order to develop more buildings on the campus, we had to go and get an Appropriations to upgrade the Power House and then develop Steam and Electrical Distribution Tunnels because there just were none. There's pipes under the ground and that type of thing. So the Campus was completely torn up for probably at least two years and the Administration was under a great deal of criticism because the Campus was so torn up and there was nothing coming up out of the ground. People wanted to see buildings coming up. The North Campus Parking Lot, I remember when we built that it would hold 500 cars. And the Eastern Echo had pictures in the paper about the stupid administrators building that parking lot and nobody's ever gonna use it and the next year or two they showed how the lot was full and the stupid administrators should've had a bigger parking lot out there. But they were fun times to see the growth take place and as I say, Dr. Sponberg was able to receive very favorable attention with the Legislature. He got pay raises for the faculty and for other people.

LNS: So he was a pretty popular president?

GH: Oh yeah. He was a very popular president.

LNS: During this time, most of the residents also outside of Goodison and King and Jones and Goddard, we started to see Downing Hall all of that. Does that ring a bell?
GH: That's right. Then he was blessed by having some good staff but he also acquired some good staff. And at that time his Vice President for Business was Lou Profit. And Lou, at that time there were two guys that I really admired in that role. Bill Pierpont was at the University of Michigan and always very helpful to us over here as he saw us growing. And the other was Lou Profit. Lou was a very hard worker and he was able to do a lot of the financing and was very creative and so he and Dr. Sponberg really did a lot to start bringing the buildings to life and doing some of the things that had to be done. Bruce Nelson was Academic Vice President at that time.

LNS: Right from the beginning? There was a guy named Ray Leschner.

GH: Ray Leschner was, Ray worked with Dr. Sponberg at see Ray was a little All American also. I think Ray was with him at Washburn University. I'm not real sure, but I think he was with Dr. Sponberg. Then Dr. Sponberg brought Ray in.

LNS: He ended up as Vice President, right?

GH: Yes.

LNS: I remember the VP of what?

GH: Seems like it was VP for Administration.

LNS: That's what I think.

GH: That's what it was.

LNS: He's now went on to become President of...

GH: He was President of Ohio and Northern. He was President of an independent college just south of Lansing.

LNS: Albion? Alma?

GH: Olivette.

LNS: Olivette.

GH: Then he went to work with the Mott Foundation. He went there and Ray is still very active, usually see him about once a year. He's the Fundraiser. He's working right now Larry, on the implementation of Ferris State University acquiring Kendall School of Design. He also does fundraising for Fred Meijer, the founder of Meijer's Corporation. Ray worked with Fred Meijer to develop the Meijer
Botanical Gardens, I don't know if you've seen those over in Grand Rapids but they're beautiful. He's done a lot of that kind of work.

LNS: He was very active. What other names come from the very early days. Profit wasn't a Vice President in the very early days was he? He was a Business Manager.

GH: Probably Business manager. Yeah and I don't know just when he was a Vice President. Very great Business mind. And as I say, Bruce Nelson I thought Bruce was Academic Vice President at one time but maybe not.

LNS: How the dates and other things jumble together. When did Unionization start?

GH: That was in the late sixties.

LNS: What caused the Unionization?

GH: The Legislation was Public Act 379 was adopted by the Legislature. And the Board had a very strong feeling and the President that the law didn't apply to Eastern Michigan University. Because Eastern Michigan University under the current constitution is a constitutional body in corporate what that means cannot be created or destroyed at the will of the Legislature. The people of the State of Michigan approved this and Western and Northern, which used to be called Regional Universities it gave them, that's what really gave them their autonomy. So what I was asked to do by the Board and by the President was to develop a series of policies that would be very similar to Public Act 379. But still maintain the control of the Institution and the Board of Regents, which was where they all felt very strongly that should lay. So we did do that. We developed these policies which would permit the employees to organize and bargain collectively. The difference would be that the final say so would be with the Board of Regents instead of an Arbitrator to have the Binding Arbitrations. So the unions saw this as a way to gain the numbers that they wanted to have for the union membership. So they started organizing all of, almost all of the Colleges and Universities and of course the first to go was our Maintenance and Food Service workers. And these were the lower paid workers on the staff. I think in some respects they really need that type of assistance to bring them up.

LNS: Any strikes?

GH: Oh yeah we had two or three strikes.

LNS: Up in the Maintenance?

GH: Uh-huh. And we had a Faculty strike once too.

LNS: That comes later on. This is the early days.
GH: We had some strikes. It was very interesting. The people always kept a good sense of humor. And of course, it was mostly ladies that worked in the kitchen at that time. There were a few men that did pots and pans and that type of thing. There were mostly ladies and they used to, when I'd go visit them in the kitchens before the strikes and all that, they'd make cakes and things for me and I'd go have coffee with them. Talk to them about their problems. They knew that we were trying to develop some better fringe benefits for them. Then with the Maintenance people, the same thing. I knew them all. In fact, being Head of Personnel, I probably interviewed most all of them that were coming in except the old timers. And ultimately, we have the election and then we enter into the bargaining and then there were a couple of strikes. I can remember being locked up by Judge Aider in Ann Arbor one time when we sought injunctive relief from the strike and the Judge said well the old Judge is just sort of going to work as a mediator here we'll get a settlement here. I had Bill Smart who you know on the Bargaining Team at that point. And it was about three o'clock in the morning, and Judge Aider came in and he says the old Judge doesn't think he's going to get an agreement. I think we're just go into the court tomorrow. And I said Judge, I think there's a couple people on the committee that's starting to drive the State Representatives the State Union Representatives buggy cause they had one lady in there that really turned these guys off. So he said were out of coffee. Hey, Bill Smart he knows how to make coffee. Let's go down there. So we walked down to where we could make coffee. Bill and I were talking Boy it looks good to see some clean halls here there's no dirt. We've got all that garbage in the halls of the dormitories and all that. It look a mess over there. Rats will probably be coming in next. We made the coffee. After about an hour the Judge came back in and said hey we got an agreement I think you guys were right. So we did, we went through that a couple of times. And then the Unions, of course, like to talk to their constituents about how we went all night long for two nights of whatever it was. Then the next group would come in and say well, those guys went two nights, we ought to go three nights. And so after a while as everybody's just trying all of this out this new system was new to everybody here. It was kind of a game, but after a while, I think it settled down and I think things have been a lot smoother since that time.

LNS: Big names in that period? Floyd Kerversey.
GH: Floyd Kiersey would be the President. A guy named Ben Moore was a State negotiator and both of them were very good people. I can remember Floyd Kiersey talking about he and family members being over at the old Boiler House, shoveling coal into the Boilers and when they were in water up to knees. And it's the kind of life that a lot of people had to put up with at that time. So as I say, it was a good time for them to be organized. A lot of people here were very, very upset about having to deal with this union and I said you know I think we're going to be better off in many respects. Because we were trying to develop policies when an issue would come up they said well let's develop a policy, let's develop a policy. I said if we go to a contract that's going to be our Rule Book. And that's what's in the contract is what you go by and I think overall it's worked out pretty well.

LNS: You shaped the first contract.

GH: I was the Chief Negotiator.

LNS: You learned a lot then too.

GH: Oh yeah. And then we hired a law firm and Trigg. And guy named Jim Tracy and then later on a guy named Ron Santo. Tracey, mainly because he was a Constitutional Attorney. And he went all the way to the State Supreme Court on Public Act 379. And you may recall, Larry, I think you were still here when we had Williams was Governor.

LNS: I think that was before my time.

GH: Anyway when he wasn't Governor anymore he got appointed to State Supreme Court. And I remember going to the Supreme Court and Jim Tracey was making his arguments about Constitutionality and about this being a Corporate Constitutional Body Corporate and Former Governor Williams asked a question, well are you implying that the Board of Control at Eastern has a super authority more than that a Public School Board would have? He said, Your Honor, that is the argument. We knew we lost at that point. Of course, he was very supportive of labor so were some of the other Justices at that time.

LNS: A lot major events in the Sponberg years. Those were the years that the Faculty also become unionized. Reshapes the campus a little bit. Enrollments grow significantly. Buildings are built. John Norman Collins appears on the scene unfortunately for the University and for all of his victims. The Vietnam War starts warming up. The period is filled with Black students who are expecting more than the university can deliver and going on strike and closing down buildings. Do you remember all of those?

GH: Oh I remember that very well.
LNS: Let's take one of those at a time. Let's start with the growth of the campus.

GH: As you had mentioned, there was a great deal of growth by numbers and then buildings also. And then by adding Staff. And one of the things that you and I talked about earlier on a more personal basis was about retirement systems. And Eastern was having difficulty recruiting faculty. Because under the old teachers retirement program you had to have ten years to vest and at that time many universities were growing very rapidly and faculty were very mobile so they may come to Eastern to be an instructor and they may have an opportunity to go somewhere else to get into the tenure ranks and go through the steps. So we as former regional type institutions were having a very difficult time. So I was at that time was serving also as a Lobbyist although we called them Legislative Liaison at that point. And what we would do is we would meet on a frequent basis in Lansing with representatives from different schools and there was so many things going out we tried to divide up the workload. So a guy named Bob Wetmigh who was a Vice President of Western Michigan University and myself were given the chore of trying to get through what is now called the Alternate Retirement Act. And this permitted the faculty and administrative people only to go to an alternate act and at that time I think all of the schools went to TIAaCREF. You could belong to one or the other. So you had to take your money out of the Teacher's Retirement if that was one of the two you were in. So that was a big help to us plus Dr. Sponberg was able to get special appropriations one year. He got us a significant special appropriation to give pay raises to our faculty and I remember he was very proud and everybody was very happy about it. It was that following year that the Faculty organized, unionized.

LNS: What year?

GH: No I don't remember what year for sure.

LNS: Why did they organize? What was the precipitating factor?

GH: I'm not totally sure except that there were three different unions after them. So there was a lot of talk about.

LNS: They started out as AAUP?
GH: Yeah, they started out as a AAUP but in Michigan Federation of Teachers and the Educational Association had a group called MONTY Michigan Higher Education Group. And so there were three groups. And there was a contention that wasn't represented body but Dr. Sponberg never got over that hurt because he did get them that special pay raise as he felt he really had been betrayed by the faculty. There were other things that took place too related to that Larry. The Sponberg's and Grace was a very bright woman also and they had a Faculty Club it might've been called the Faculty Club it wasn't a facility, it was a group of people that would meet. I know that the Sponberg's felt that the Administrative Staff ought to be a part of that. But the faculty, well they took that on as an issue and a lot of people, they didn't care one way or another. But they felt that the faculty and the administration should be working together so ultimately the administrative wives and spouses were able to join this organization. And that kind of got them across another goal that they had. They were going through Accrediting Programs and Dr. Sponberg was working very hard with the staff to make sure that we had people that would fit the standards for Accreditation.

LNS: Did you have any problems with Accreditation areas?

GH: Not really. There were things that people would say that had to be improved like our Library I know, had to be improved. And what's now the old Library was the new Library that was one of the first buildings built. Then I remember discussions earlier too that had gone on with Faculty and with other groups and the architects you know how they'd get everybody together. At that point what is now your old library it was decided that that should be the focal point of the campus. And that everything built around added on around the campus should be within a ten minute walking distance. That's why it was interesting when the Gary Owen building was constructed downtown. Of course there were a lot of reasons for that. But it certainly disturbed the master plan of the ten-minute walking distance. We outgrew the hub.

LNS: We outgrew the hub.

GH: Athletics was a big things.

LNS: Tell me a little bit about Athletics. That was the hey-day of Athletics and also resulted in a major media, mega-publicity about the University during that period that was during the Sponberg period. With George Gerbin. Do you remember that? Who were the big names in Athletics in those days?
GH: Well, what had happened again was Dr. Sponberg was able to put his team together. When he first came here I think it was called the President's Athletic Conference. They had a coach here named Fred Trosco who was an outstanding football coach. But things had gotten so bad, he couldn't even write a letter to a student on Institution Stationary. They wouldn't let him do any kind of recruiting whatsoever.

LNS: Our school didn't?

GH: Our school didn't. Because of the conference and of course Central and other Regional Institutions kept on going. Dr. Sponberg had hired an Athletic Director named Frosty Frisaka.

LNS: Is that his real name? Frosty? Fritz?

GH: Frosty's all we ever called him. I'm not really sure. Frosty's still alive incidentally. He's ninety years old and living in Green Bay, Wisconsin. But we hired Frosty and Frosty was able to bring in some people. And Frosty is a person who really with the support of Dr. Sponberg of course, got us into the Mid-American Conference. He was the one that led the way to do that. And that was an effort to bring more credibility to the Institution. As it relates to George Girwin and that instant, Jim Dutcher was our Basketball Coach at that time. Just a very, very fine gentleman. And we were not in the Division I Areas one Double A, I believe it was at that point. But we were in a Championship game out west I think it was St Louis, as I recall. And were playing, I think the week before the teams that we were very rough and they were roughing up because he was an outstanding Basketball player. And then there's been some other Basketball players here that were very good too. But the following week, we were being beat by Roanoke. And George kind of lost it and got up off the bench and Jim Dutcher resigned that night. Afterwards, he said if I can't control my team I will not coach. So he resigned and ultimately went to the University of Michigan as an Assistant then went to University of Minnesota and was the Head Basketball Coach at Minnesota.

LNS: For a number of years?

GH: Yeah. And then he as a result of his feelings about Eastern, it was the first Big Ten school on the schedule of the Basketball game as I know of and we went over there because it was a revenue producer for us to go over there and play. And I think that was the first Big Ten school I could be wrong on that that we had scheduled and then of course, after that, more people started scheduling more Big Ten schools.

LNS: So when George Gerwin got off bench he had a fight or something?
GH: Yeah, he hit a guy from Roanoke.

LNS: He hit him back?

GH: It wasn't much of a fight. George was bigger than other guy. It wasn't a very pleasant thing.

LNS: That got a lot of media attention?

GH: Yes it did.

LNS: A lot of people saw this all over the state. Helped form an impression that I'm told that Eastern was an all-Black school.

GH: Yes that was very true. That was an image that was developed then there was some other incidents during Basketball games that here at home had added to that image. And then of course, when we had mentioned about the Riots. I believe those riots were in '69. When was Cambodia? '70? I think it was '69 and then we had the riots mostly with the black students.

LNS: What were the issues that you remember from the black students?

GH: Well, I think it was Admissions and they had a movement in Ann Arbor called BAM, Black Action Movement and I think it was mostly admissions.

LNS: So it's access to education?

GH: Access to Education I think those were key issues.

LNS: Racism on the campus?

GH: And Racism on the campus and the fairness and maybe even in the Residence Halls as things, a lot of things weren't right at that time, Larry.

LNS: The whole society was…

GH: Society was going through change. So the following year then was when we had the shootings down at Kent State. And we had an all out riot here. We had the Chicago Seven here on campus. My office at that point had been moved to Welch Hall. And we had garden hose stretched throughout that building because the ROTC department was located in Welch Hall and of course, that was one of the movements was to get ROTC. And they tried to start a fire there, they started a fire in some of the other buildings, including Roosevelt School Auditorium which had been shut down then because the State had done away with the Lab schools.

LNS: Do you remember what year that was in?
GH: No, I don't.

LNS: Near the end of the sixties?

GH: Near the end of the sixties and the State decided it was too expensive to have these Lab schools it could be done under contract. So Roosevelt was primarily vacant but some of the organizing meetings of the students took place in there. And they started to set it on fire and fortunately, we were able to.

LNS: Roosevelt was set on fire?

GH: Yeah and the Auditorium the drapes is what they started over there. We have these groups and then we had these groups of people, a lot of people from the South that was in the Township and a lot of the labor people out there didn't like the idea of these students up here causing all of this fuss and all of these commotions. And they were going to come up and take the Law into their own hands. And Dr. Sponberg went out and talked to different groups of people and was able to convince them not to do that. Then we had students that blocked the roads here and we had the State Police come in at one point Larry and the City had passed a curfew and we found out that the State Police didn't have the authority to enforce a City Curfew. So we went through some of those things. At one time, I was wired up by the FBI and I think they called it the Red Squad of the State Police and went into and SDS Meeting. And so we could find out what was going on and we did have other students who were upset about what was going on but when they blocked Forest Avenue, which doesn't exist anymore, over half of the people.

LNS: Who blocked Forest Avenue?

GH: The students. And non-students. Over half of them were non-students.

LNS: This is over the war issues?

GH: The war issues. Anything they wanted. Then it became everything. In fact, students who were upset about blocking the streets and some other activities were saying get them out of here, get them out of here. Well then when the Police started arresting some of the students and the adrenaline starting flowing then some of those students or non-students got excited and they started getting into the fracas. And it just got very out of hand. We had gas bombs in Best Hall at that time. And I can remember there were not many funny incidents, but there were a few Larry where I can remember over in Best Hall when they gassed the bellies over there and one of the trouble-makers over there was taken over to the Police Station which was then a new parking structure. Is that still there?

LNS: Uh-huh.
GH: And so they finally left this one guy go and when he started to go out of the Police Station, he says well I'm gonna get me a cop tonight. I'm gonna get me a cop. And Mel Ford was a Lt. on the Police Dept at that point he reached over the counter and grabbed him by the shoulder and said Son, you're under arrest. And they brought him in and put him in a room and the guy says, Oh, shit. He said what's wrong and he says I just shit my pants and he did. And they made him stay there for hours sitting in that stuff because they were trying to cool people down at that point and as I say the adrenaline just started flowing out of people, they didn't know why they were doing what they did. We caught people Larry do you know where the Edison sub-station is over off of Huron River Drive?

LNS: What is that?

GH: The Detroit Edison Sub-Station. It's right next to our property there. We caught some people that had somehow got hold of a steam and electrical distribution tunnel system and they were building bombs. And we caught people with homemade bombs they were going to blow up that Edison Station out there. And it was really a war. And several of us.

LNS: This was all during the Vietnam turmoil.

GH: Well supposedly, but it went way beyond that.

LNS: However it was. Where did these kids come from? Doesn't sound like typical Eastern Michigan University students.

GH: As I say, over half of them weren't even students.

LNS: Sounds like they were just people in the community who were bent on destroying of society and they were using our students or using the University to achieve...

GH: Then we had a Board Meeting. It's funny how some of the people who were involved that are changed and are very professional people. I see some of them every once in a while. We had a Board Meeting now up in McKenny Hall upstairs and because of the crowd that was going to be there. And we'd gotten word that students were going to try to lock us up in there. The Board of Regents and the Administration, to lock us up. So they had a snowball fight, they were throwing, really was marshmallows and that's what it turned out to be. I can remember a couple of the people that were actually in school here that they didn't survive very long. But they, I can remember one guy that came in and sat down at the Board table so he could speak and opened up his shirt and said "Fuck you" on there and that's the first time that anybody at the Institution had been exposed to any kind of conduct like that. And there were just all kinds of things. I can remember also they were going to try to take over the President's residence. Oakland County Sheriff's Department had a Dog Unit and a Tactical Mobile Unit
that would come in and they had like combat boots with cleats on the bottom of them so when they would walk they would walk in unison and make that noise and it'd make anybody think twice. But they had the dogs there with them. Apparently, as I recall, they give a command and they take two steps forwards and one step back. Well one of the guys gave the wrong command and the dog bit him in the rear-end. We had to have EMS people come and take the cowboy that got bit by the dog because he gave the wrong command. So there are a few funny things like that had happened. But it was certainly.

LNS: Pretty intense time.

GH: Oh, at least as I recall about ten days of it.

LNS: This was in the late sixties?

GH: Yeah, well and I think seventy.

LNS: Seventy. Ok, now we have, when is the John Norman Collins thing?

GH: Golly, as close to that time, I don't remember for sure. That was a series of murders, as you know that history. Actually, one of our, we had so much growth, we had what we called Student Police Officers then. I don't know whether you still have them or not. We would deputize some of our students who wanted to get into Police work. And Larry Mathison, I remember that name, the guy that, well there were many, many clues that had been developed over a period of time. Larry was a student that really found John Norman Collins and ultimately he was brought to arrest.

LNS: How did he find him?

GH: I don't recall how he got onto him. I see Larry every now and then too. I don't recall how he ever got onto him. But actually, John Norman Collins' Uncle was a Corporal in the State Police. And he had asked John Collins to watch his dog and his house while he'd gone away for some activity. And when he came back, he noticed that his basement floor had been painted. And as he started checking, he could see pubic hairs under the paint and so as he started scratching away then saw the blood under there. And so that's what really gave him the first clue. And after he was arrested, then we had a lot of us on the campus, even before he was arrested, we were escorting young ladies different places, we had a Watch Group.

LNS: Was there real hysteria on the campus and in the community?

GH: Oh yeah. In the community. Even in the community.

LNS: And so as far as Ann Arbor?
GH: Oh, I'd say as far as Ann Arbor.

LNS: There's Ann Arbor, Ypsi, everybody's paralyzed. There's these murders. How many murders were there?

GH: Seems like there were seven. They only tried Collins for one of them. And the thinking at that time was that if he ever got off on that one, they could go and try him for the other murders too. People described him as the All-American kid. We talked to other young ladies that was in that same house on that same day but he only picked out certain type of girls that he would kill. And a lot of us, we'd be on stakeouts at nighttime. I can remember being out along the North side of town, Superior Township where they found one of the bodies and they thought that this body had been partially deteriorated and part of a head and they thought that part of it was because it was in the like, the basement area. And so we're up on stakeout in this old, dilapidated barn, it was abandoned and several of us were up there and all over the place and a car did come in. And something got screwed up because the car got away. We never knew if that was him or not. But the car ultimately got away. And everybody thought that that was probably him but something got messed up and somebody dropped the ball and we didn't catch him. But yeah, there was a lot of hysteria at that point.

LNS: And when they caught him, people believed it?

GH: Yeah. I think that they had such convincing evidence that cause he had also killed a girl in Salinas, California. And the rope, the, as I recall, he part of what he did to her, he always raped the girls but he'd mutilate their bodies. Like he'd stick sticks up their vaginas, and stuff like that. The pictures were just horrifying. He had, I think it was a bathrobe belt or some kind of a belt that he had broken and kept some of it in his apartment not too far here from campus, but the belt's matched where it was broken and the Police really did a good job. We had the Sheriff's Department and the State Police and all kinds of people working together. There was a Command Center built up which is now the County Offices between Ypsilanti and Ann Arbor and at one time that was a Seminary. But that was a Command Post for all of the Police and of course, our own Police were very, very involved in it.

LNS: So those were frightful times, fraught with all kinds of other things going on. What else was happening on the campus? Enrollments were peaked in the late sixties, early seventies and then they started sliding down hill.
GH: Then through Dr. Sponberg's leadership and of course with the Board becoming autonomous, they were able to do a lot more things academically than what they did. And a lot of things to some bring recognition to the Institution in a very positive way. They started giving Honorary Degrees and bringing notable people into the Institution for the first time ever other than concerts. They had a lot of concerts and that type of thing. But I can remember, they brought in Elliott Richardson and was very active in the National Administration. Barry Gordy, Jr. from Motown. Just a whole series of people that brought credibility to the Institution.

LNS: Sponberg was a big patron of the Arts?

GH: Yes.

LNS: Forensics and Theater and Music. Is that correct?

GH: Yes that's correct.

LNS: Anything else about him that would stand out?

GH: Of course, Athletics and his personality, his intellect. His family of course was very involved. He had four children and his wife, the children grew up while they were here for ten years.

LNS: And then enrollments slide, faculty strike and something happens, all of a sudden, Sponberg disappears, he resigns. He didn’t really resign.

GH: Actually, he was given an opportunity to resign or the Board was going to take an action with him. Probably what was happening there was I think that the riots that we talk about with the Black students took a toll on him and there was Cambodia. And there were those in the Administration that some people were very critical of him for his role, particularly with the Black students and the way that was handled.

LNS: They thought he was too accommodating?

GH: Some thought he was too accommodating. And it creates a dissension with the Administration and then as I say with the Cambodian thing coming on and with the Unionizing, he was very well respected by the Congressional Delegation, too. There were times that he would go to Washington and people were critical of his conduct there and other places and it became more apparent, so the Board.

LNS: What became more apparent?

GH: The fact that he wasn't handling these problems well.
LNS: He was a heavy drinker, alcohol?

GH: Yeah, and he was delegating a lot of his authority and a lot of the authority was delegated to the Vice President of Business, Lou Profit and a lot of things that were academic problems he had confidence in Lou, so he would handle them and that created some unrest. And then

LNS: So he was disintegrating.

GH: Yeah and it was so sad to see this happen. Then the Legislature got to be upset and

LNS: Now why was the Legislature upset?

GH: The Legislature was upset because they thought he had lost control of the Institution. At that point, I remember going up to Lansing and went into the House Appropriations Room and Senator Huffmann and Gary Owen had called me over and said, where's your President? And I said well, back on the campus or something like that. He says, what on another junket? And I said he's never been on a junket. He'd made a trip with the Alumni Group and somebody made that a focal issue. He was never really one to take junkets. Well I said what's the problem? He said well, he's got to get a hold of that place down there. We want you to set up a meeting with him and you, there's going to be the Auditor General and the Chairman of the House Senate Appropriations Committees and I forgot just who it was. And he said, he's delegating everything to the Business Person at that point we had a problem too there was talk about building a golf course and I never knew it at the time but there was a State Representative who is now a Lobbyist, very nice guy named Bill Jollet. He was on the Capitol Outlay Committee. I remember going up to a Capitol Outlay Hearing and Bill Jollet and Lou got into an argument and I stepped between them because Bill was really going to hit Lou.

GH: Finances here and was there going to be a golf course and Lou said there wasn't gonna be. So I've been hearing this stuff about a golf course. What are you gonna do out there by Huron River Drive with that property that you purchased? And the response was that we're gonna build a few holes and things but it wouldn't be a golf course. And that's when Jollet really lost it because there was talk of a golf course and we never knew, really I think some people were suspect that maybe I told Jollet that. But I didn't and it wasn't until three of four years later that I found out that Bill Jollet's very good friends of the Priest at the Catholic Center on the campus and he was in Ypsilanti two or three times a day to visit with this Priest. So that's how he kept informed on what was going on at the Institution. As I say, none of us really knew that for a long, long time.

LNS: Interesting.
GH: Very interesting.

GH: And so then the Board had this first ever retreat, I believe it was the first retreat and I remember McCormick was asked by the Board Members to talk to Dr. Sponberg by himself. And he said you know you’re losing control here and you got to get a hold of it and you’re gonna...you’ve lost control.

LNS: How public was his drinking problem?

GH: I think it was very public. I think a lot of people didn’t know to what extent because he could hold his drinks. He was a very sociable, very likeable person. And so those that were around him more than others could tell that when he was drinking pretty heavy but I think it was a build up really of was as the things I told you about was taking place within the Administration.

LNS: A lot of pressures on his side.

GH: A lot of pressures on his sides, the disappointments that he had. I think that was it and of course, after he left here he worked for an organization, I think he was on the payroll of Northern, I’m not sure but his job was to promote the Upper Peninsula. Very sad demise of a great man.

LNS: And a young man too. I was always shocked at how young he was. He was only; much younger than we were when he left the Presidency. Very bad experienced when he left. His wife was very upset.

GH: In fact, the Board wanted to have a going away dinner for him and I can remember, I was asked to arrange the dinner. I did all those type of things as Secretary of the Board then too.

LNS: How’d you get to become Secretary of the Board?

GH: Actually, a fellow Art Ellis who’s now the State Public Instruction, Art at one time in State Government there was a Bureau of the Budget and they handled all of the budget work for the Governor and the House and the Senate. And the Legislature then at some point reached a point that they felt that the bureau was under the control and jurisdiction of the Governor and they weren’t getting the answers that they wanted to have. So they created what was then called the Legislative Fiscal and that was to serve the House and the Senate. The first Director of that was Art Ellis. Art had built a staff and they had been in that capacity for maybe two or three years when Dr. Sponberg and Profit and myself and others talked to Art about coming down here and heading up Governmental Relations. Art ultimately made that trip down here and was here for maybe a couple of years. He got his Master’s Degree while he was here and then after the riots, we had arrested seven tenured Faculty members and I was in Federal Court.
for over a year afterwards for various reasons. But Art had the opportunity to go to Central Michigan. He left and had gone to Central as Vice President for Business as I recall and Secretary of the Board. But before Art left, I didn’t know he was leaving, he came to see me, he says, Hawkeye, he says, I’m gonna be leaving and I thought he was going somewhere and I said where are you going? And he said, no, I’m leaving the University. And he decided he wanted to be up at Central and he says I want you to know that I’m recommending that you take my job. And I said, gee that’s really nice of you and he said that Ed McCormick would be calling me and Ed was Chairman of the Board. He’d be calling me and he said that I’m going to recommend that you take my job and you do the Governmental Relations work too because you’ve been there and you know so many people and I’ve decided I think you can be good at it. And ultimately, I got the call from Ed and then went to a Board meeting and was elected because under the... there has to be legislation to implement a Constitution and under the implementing Legislation, it says the Board Sect and Treasurer shall not be members of the Board. So they are elected. So I was elected Secretary and served as Secretary and my first title wasn’t Vice President, I don’t think at that time but anyway it was Secretary and became Vice President for probably at least ten years I think I was Secretary of the Board.

LNS: What year did you start being Secretary of the Board?

GH: Golly Larry, maybe '72 or something like that. '71, '72, right in that area.

LNS: Now that puts you in that very delicate position, you were aware that enrollments were starting to slide. And Ralph Gil... was then the Dean of Admissions and Financial Aid.

GH: See ______ I worked for six Presidents here. Eugene B. Elliott, Dr. Sponberg and then I think, Ralph Gil... was in for President. Jim Brickley came in and we have Tony Evans and then John Porter.

LNS: So as Secretary of the Board, you're privy to a lot of stuff going on.

GH: Right.

LNS: The Board is a very unusual organization at that time. McCormick has really forged the Board into sort of a very cohesive unit.

GH: Yes. In fact one of the first assignments I had was with the Board was, Ed and his wife were very active in AGB, Association of Government Boards, because he really wanted to do a good job and he wanted all of the Board Members participate and participate equally. He had told me after I'd gotten to the point that the Board had talked and he wanted me to, the Board served at no pay, as you know. And so they got reimbursed for their expenses and as they went to places, we tried to treat them with respect and dignity. So he said there's going to be this
AGB Conference in San Francisco. And that I was going to have to go to it but he wanted me to arrange activities for the Board Members like a dinner, get the Board together to have dinner and to have more of them attend the AGB Conference. And it started out, we got maybe five or six people to go, I don’t remember but it got to the point where we knew we were getting a hundred percent attendance. And it was a nice way to have them be able to visit with one another as opposed to just having to do it, to meet at Board Meetings. So that was one of Ed’s chief things was to try to get the Board to work together and the Board Members got appointed and some got replaced and with all of the activities, people had different views, different Board Members as to what should be done and what shouldn’t. And the feeling was really lost I think from that first Board where everybody was totally united. And really united behind the President and what the President was trying to do of course with all the positive things that were taking place here with the growth at that point it was difficult for somebody to come in at a later date and try to have that same kind of respect. Particularly, the Board starting changing and people say well he said this or she said that and I want that in the minutes and as you’ll see the minutes became.

LNS: I have a couple of books here, it’s interesting, thin books for each year and all of a sudden, they get very thick.

LNS: And now the Board, Sponberg resigns, Profit is forced out and he resigns anyway.

GH: I think he resigned. I think he knew that there were problems in the Legislature and I think that he probably felt that it wasn’t worth staying and fighting. He’s very, very good.

LNS: He becomes Assistant to the Dean of the College of Business or something.

GH: Yeah. And actually, the Board had worked all of that out because Lou and I were very good friends and that was very uncomfortable for me. The Board had worked all of that out. But yeah as Assistant Dean, I think that was the title in the College of Residency. He was a very brilliant person and did a lot for this Institution in its hey days.

LNS: A lot of people felt that in, your role, you were pivotal to a lot of the happenings, I’m sure you’re not aware of that.

GH: Oh yeah

LNS: You were the, you were sort of behind the scenes but you were very, very much in the scenes and all that.
GH: It’s being a Board Secretary, and being a Vice President’s a very tough role. Because you’ve got loyalties to your Board and you have loyalty to your President. You have to remember what it was and I always informed the President when there were problems with the Board. The President, didn’t always, whoever he was didn’t always like what they were told or what they were hearing. But I tried to always keep the President informed and if it was something where the Board had concerns over his Staff he may not have wanted to hear that either. Or where they’d felt he’d lost control. Ultimately, the Board would take the responsibility at the time they thought were appropriate. But sure it’s a tough role to play and you’re certainly.

LNS: You lost some friends during that period then?

GH: Yeah, probably a few. I’m sure I did Larry.

LNS: Did Profit feel you were responsible for.

GH: I’m sure he felt that. He and I had never talked after he left here so I’m...

LNS: Felt some bitter feelings?

GH: On his part, not on mine. I always had great respect for him.

LNS: And you still do obviously.

GH: And he didn’t, I don’t think he totally understood like I don’t think he knew where the information was coming from. Bill Jollet and where somebody had to be giving somebody information in Lansing because it was focusing on him and the Auditor General was focusing. When you have those people in a room in Lansing and I was told to rent a Hotel Conference Room and to have sandwiches brought in. It was going to be a long session. To see them talk to Dr. Sponberg and they gave him an option. Either you take control when you go back and when I told Dr. Sponberg about the meeting, he said “Well have you told Lou?” and I said, “No, I hadn’t. They told me not to say anything cause they want to talk to you.” So he said, “Let’s go down there.” And so we went down to his office and he said “Tell Lou what you just told me.” So I told him about the meeting I’d had in the Appropriations Room. He said “Well that’s funny, nobody ever called me.” I said, “They didn’t want to talk to you they wanted to talk to Dr. Sponberg.” And so it was the beginning of the break up of the relationship that we’d enjoyed during the course of the years. But the Institution had to survive.

LNS: Did this spill over onto the campus? All of this nervousness...
GH: I’m not sure Larry, how much it did. You had supporters of Sponberg and you had other people who were very critical of him at that point and same thing would be true with Lou. I know that some of the people in the Administration where Lou had made critical statements about; Well I’ve got to do all of this because Sponberg’s just not doing it, So I’ll have to do Bruce Nelson’s work and I have to do this, and I have to do that.” The people in the community were beginning to hear that too. And so I’m not sure just how that may have affected people in the greater campus area, the greater population but I’m sure it had some effect on some people.

LNS: Lots of _____ you can almost feel with the deterioration and uncertainty and anxiety over who were they going to bring in.

GH: Even Board Members, some of the Board Meetings or some of the informal meetings before the Freedom of Information Act was passed there were Board Members that just didn’t like each other.

LNS: I can remember one Board Member saying to another that when the Governor appointed me to this Board, he told me that I had to represent the people of the State of Michigan and no place did it say that I like you and I don’t like you. And things like that would come up and.

LNS: In public meeting?

GH: I think that was probably behind the scenes, maybe a dinner or something like that. But public meetings, it was very evident I think to most people, that they weren’t like the first Board. Where the people were really unified.

LNS: Now comes Brickley. Faculty goes bonkers. I should mention that some of the things that, some feelings that Peter Fletcher has always been behind all of these things. Is there any truth to that?

GH: Well Peter was very influential person. No question about that. Peter was and still is, but not to the degree that he was when Governor Milliken was there and I think Romney too.

LNS: Where did Peter get his influence from?

GH: Well he was always active in the Republican Party. He had money, he had access to money and so he was very, very close to both of those Governors and was able to also be influential with appointments to the Board and so he was just a very influential person in the area.
LNS: Some of the feelings that Tim Dyer got on the Board, he was the former Mayor of the City at that point. And that he got on the Board and part of it was to, the commitment was to bring down Sponberg. Is there much truth in it?

GH: I don’t know if there was a commitment to do that or not. I think Tim as you know is a very bright person he’s a very bright person.

LNS: He’d also went for the jugular too.

GH: And he’d go for the jugular. And I think that Tim got very irritated when he like the Legislature would ask very direct questions and would get indirect answers. And I think that that started building on him.

LNS: Was there any baggage between the way Profit and Sponberg responded to City issues when Dyer was the?

GH: Not to my knowledge.

LNS: I’m not trying to build a case.

GH: No. I don’t think so Larry. I don’t think it was anything like that at all. I think that Tim got agitated when he was asking for information. People were evasive or they’d say they didn’t know when he might know that they know. Tim had the Deans and he had all kinds of people here that were very supportive of him and so he got information from a lot of different sources.

LNS: Because he was a student of here.

GH: Yeah he was a very active student when he was here. He was active in the Alumni and many Alumni he hired because he had a very responsible superintendency and a lot of Tim, now to his credit many of the people that he hired that are Eastern grads are superintendents themselves. A lot of.....

LNS: There were some problems with talent. So Sponberg, Profit, Nelson they all disappeared soon followed by Campbell disappearing or leaving their positions. Bruce and Jim Campbell, were they forced out? Did you recall?

GH: Campbell I think probably felt a lot of pressure because people as I recall were upset with the way he or didn’t handle the situation with the students. He had another Assistant Dean or somebody that they, The Board was not happy with either Tom Risutto or something like that. And so I think that probably he felt a lot of pressures, I don’t know if he was forced out and Bruce I think probably just got tired, I don’t know. To my knowledge, Bruce and I are still friends and I think he probably just felt uncomfortable with all of the changes that were taking place and probably felt a lot of pressure too.
LNS: So everybody's going and Brickley appears. Lt. Governor James Brickley. And that doesn't sit well.

GH: No it doesn't with a lot of people in fact the Board had appointed a committee, a Search Committee for the President and several people on the committee, it was the first time that several people on the committee had served, I can remember faculty members on the committee. You remember John Lynch, a good friend of mine, General Motors HydroMatic. He was on a committee and the Faculty were talking about hiring people he said you know I don't understand you people, he says, I've never been able to pick my own boss. I don't understand this system. But, actually the Faculty had interviewed some people for the position before Jim Brickley got it and one of them was Able?

LNS: Harold Able?

GH: Harold Able. He went on to be President of Central and he even came down at one point and was protesting when Brickley got appointed.

LNS: He really wanted the Presidency.

GH: Yeah he really wanted the Presidency. And he's siding in with the Faculty and I don't remember what the vote was, it'd be interesting to see what that vote was. But he was certainly had the votes to be President. He was here four years as I recall just a four-year period of time.

LNS: Faculty didn't like him, though. Voted no confidence before he even came.

GH: In fact during the Inauguration there were eggs thrown, some eggs and things like that as he was going into Pease' Auditorium. And I think most people, the Faculty saw him as a caretaker. And of course, as you mentioned, he was very good friends with Peter. I think they still are and of course, Jim's on the Supreme Court now. I haven't seen him in a few years but I used to see him every once in a while in Lansing. He was here for four years and I think that he went back and ran for Governor when he left here didn't he?

LNS: Yes. No, he went back to run for Lt. Governor for Milliken and then after Milliken's term was up he ran for Governor and got beaten in the Primary's by Headley. Piece it all together. His Presidency was...you were Vice President during his Presidency, I came in '75, Brickley came in '74 those were interesting times. Enrollment was really a disaster, as I recall, the Residence Halls were half full.

GH: Very low occupancy.
LNS: Lots of trouble. Lots of people who had been admitted that really shouldn’t have been admitted because of the fact that they were so anxious for enrollment.

GH: Yeah.

LNS: Campus was in disrepair.

GH: Well disrepair..

LNS: The buildings weren’t well maintained.

GH: Yeah there was a, that was the fellow at appropriations too and I think that’s one reason why the Board felt that Brickley could help because of his political connections.

LNS: Did the Governor play a role in getting him appointed?

GH: That I don’t know I honestly don’t know.

LNS: Secretary of the Board and you don’t know?

GH: No, I because the meetings, I was never privy to any of those meetings where the Board would meet on that issue, Larry.

LNS: What were the strengths of the Brickley era? Outside of my appointments?

GH: Seriously I was going to say that Larry. Well, I think one of the things he did he was looking for someone to start turning some things around particularly the enrollments in the Residence Hall. Jim had great hopes for you I know that. And a lot of people had a lot of pressure on you to come in but I think on the other hand, you probably had no where to go but up too. You had the chance to do a lot of different things. You created some of your own staff so I think that was one of the real things, I think the other thing was that Jim could sense good people in key roles and he would let them function that way.

LNS: Tony Evans, myself, Jimmy Dee, you, Vince Garalet was the Vice President.

GH: Vince came in.

LNS: He didn’t survive very long.

GH: He wasn’t here very long, no.

LNS: And Bud McCormick was still the Chairman of the Board at that point.
GH: Vince had worked you know in Legislature, in House Fical. I think the thinking then was that he’d be a good Vice President, but it was really an area that he hadn’t been trained for.

LNS: So he left shortly after. Who came after him?

GH: Ronkema.

LNS: And Ronkema was the one that wanted to knock Welch Hall down as you recall. Oh, you were here for those days.

GH: Well yeah, those meetings I remember. In fact I can remember when Dr. Porter had suggested that Welch Hall be knocked down. Do you remember that?

LNS: And Dick Robb just came right out of the chair and was over Ronkema. I was looking at my own minutes and said if that building falls down, you go with it.

GH: I could remember John talking to us maybe about it’s an old building, it’s no good it’s got bark on the beams and we’re gonna tear it down. Do you remember that? And all of sudden he turned around and that building’s gonna be saved. Lots of pressures. John had a way of reading the Board right?

LNS: Let’s deal just a little more with Brickley. Brickley’s strengths were hiring good people. A lot of integrity do you think?

GH: As far as I’m concerned.

LNS: Everybody thought he was political. He wasn’t so political.

GH: No, Jim Brickley coming back from a Board Meeting one day as you know I was Secretary, too. Walking back to Pease Auditorium, I mean to Pierce Hall and he says you know Gary, I’ve been in politics most of my life, I have never, I have never seen politics like I’ve seen at this university. And he meant not only the Board but the Faculty and the various groups and the politicking that would take place and I think Jim was just amazed at how much politics took place in the University.

LNS: One of the comments that I was thinking about Brickley in just the conversation, is that of all of the Presidents that I’ve worked for he was the least political in the sense that he wanted to know what the facts were before he acted vs. the politics. Would you support that?

GH: I would support that. Yeah, Jim had a lot of good qualities.

LNS: He wasn’t interested in who owed what are where. He wanted to really get to the bottom of things.
GH: That’s very good, Larry. I always wondered myself but I had never talked anybody till you brought that up and I had thought that myself and I always wandered if it was because of his legal background.

LNS: Yeah, legal and FBI background.

GH: FBI, give me the facts. Just tell me. Be brief, not too long. Be brief, not too long. Give me the facts. A lot of good qualities.

LNS: Very casual style as being President, you never felt that he was pressured? Whether he was or not, who knows.

GH: He was very casual, and of course, you know his wife at that time, MaryAnn was trying to really help in every way she could with the entertaining and a lot of people were very critical early on. Larry you talk about the critical part of it they had a larger family so a lot of money, I don’t remember the amount now, was dumped into the President’s residence to remodel it to accommodate the family. The Faculty said, we should be getting this money in salaries, and all of that but it is the President’s home and.

LNS: He had five children there I think.

GH: Yeah I think so. Nothing had been done for the Sponberg house for a lot of years. Sponberg’s had lived there for ten years didn’t have any elaborate work done over there either. They had the basement fixed up to accommodate guests but as you know, I don’t think is still a very elaborate house. We used to have to put a tent out back, as you know, for entertaining.

LNS: So anything to get the President. That was the mood did you think?

GH: Anything, what Larry?

LNS: Anything people could find because people didn’t like him.

GH: You mean when Jim was there?

LNS: Yeah.

LNS: Yeah, certain people on campus. Presidential china which never existed and all those things.

GH: And some of that was politically motivated by people who always were always were suspect that he was going to run again for something and they were right. They were right, he did. He left the University.
LNS: Do you ever think about what it would've been if he had stayed?

GH: No cause actually, I didn’t think Jim would stay either. I really didn’t. We’d had the occasion to see him a couple of times and like a vacation type atmosphere and I think he enjoyed his stay here. I think he enjoyed it very much. He learned an awful lot learned a lot about politics. But I’d always thought he’d go back into politics, which ultimately he did. And I really think he is enjoying his work now on the Supreme Court.

LNS: Does a wonderful job.

GH: And his wife, you know Joyce Braithwaite, is her maiden name.

LNS: His new wife.

GH: His second wife.

LNS: Since MaryAnn...

GH: She was the person who handled for, at least for Milliken and I think Romney, but I could be wrong there all of the appointments to any kind of Board. And so she was a very influential person in her day too. In State Government throughout. Throughout all State government. Very bright lady.

LNS: So Brickley decides to leave and Tim Dyer is on the Committee to draft up the requirements for the Presidency and the first thing he does is to get them to take out of there that you have to have any experience in higher education.

GH: Oh is that the first thing?

LNS: From what I recall, maybe I’m wrong.

LNS: And faculty ultimately, smell a rat. Dyer wants to be President. Dyer says he doesn’t want to be President but faculty ought to know that Brickley had no experience in higher education, except having gone to college. See Dyer, Dyer’s not a popular guy with a lot of the faculty as I read it.

GH: Well he’s either got friends or enemies, no middle ground.

LNS: No middle ground. Why is that?
GH: Well, he's very outspoken and very opinionated and that's offensive to some people. I think that it can be a good quality. I'm not as outspoken as a lot of people are, but I have my feelings but every personality is different. But I would guess that's why. Because I remember one reason why he got beat as Mayor of Ypsilanti when he ran again, he took a very bold step one of the key issues of his campaign was he was in favor of people taking their garbage from the back of their house to the front curb. And a lot of people didn't like that and that was one of the key issues when he got beat as Mayor.

LNS: So he lost because of garbage.

GH: I think Tim very much would want to be President of Eastern.

LNS: In the Board Meeting's there's a lot of rhetoric. He doesn't like very colorful

GH: Very colorful, he'd go for the jugular.

LNS: And strong opinions, orator learned that all here at Eastern.

GH: He was an orator and he learned that all here at Eastern.

LNS: So as you say, he's got his supporters. And among the faculty they sensed that if he got to be President, there would be a lot of change. That would be animical to them.

GH: Well and I think that part of that too is because of his background in K-12 education. I think generally speaking, Larry a few years ago when I was at the State Level it became more apparent to me that the public school people at that time in speaking in general terms were very critical of higher education. Because they felt that faculty, in particular at higher education a lot of them were older at that point. They hadn't been in a classroom in years and that they were always telling the educator in K-12 what they needed and what was wrong. And they never asked, they never asked for opinions and there was a great deal of animosity with higher education and K-12 Education at that time. And that could be a part of it.

LNS: And Tim can be seen in both settings.
And Tim could I think he could see where the classroom has changed, we still can’t do things the way that we used to do it. Look at how students have they have to have now, with kids taking guns to school and shooting. They have to have drills now for panic type situations for kids. Which is just so sad. But there were very strong feelings, with a lot of people, superintendents, and particularly teachers in higher education. And I still think there’s some of that today, I still get some of it where I’ve been building partnerships with the Davenport Educational System with Public Schools and I know that in one of the major ISD’s in our State they do an in-service for all new teachers and a lot of those teachers tell me hey we should have classes on this in college. But you know there’s been so many more requirements added on I don’t know how it is here now at Eastern but I’ve lost track. It’s almost a five-year program to get a teaching certificate. Is that true here Larry? And so students are being asked to take more and do more and but there are a lot of things like how do you deal with parents? That’s one of the key issues? How do you deal with a broken home or things like that so the problems are a lot different now than what they used to be.

So Tim is also not afraid to use power which is people know that he is very autocratic that’s a feeling and he claims he’s not interested in being President of the University. He’s got this big fight going on with others on the Board and the Board is getting a little bit fractured, there’s a lot of rumors going on around campus.

Who’s in what corner?

Who’s in what corner.

One of the other things, Larry on that issue too. We were talking about Tim being opinionated. Were you at that first retreat where Tim brought up about the College of Technology?

I’m sure I was there.

Well anyway, I remember Tim talking about that we need to make change at this University. And it was at that point that Tim first proposed the College of Technology and Tim was he studied a lot and he knew a lot of people on Woolridge, as you know, influential people. But he felt very strongly that somehow he knew that the Engineering Programs at Michigan and other places had become so academic that there was no hands-on experience. Of course at that time we were doing some work with Ford Motor Company at the Saline Plant or the Plastics Plant and so we had some people that were very good in that. So Tim had proposed that and some of the faculty were upset there were comments in the Echo as I recall about we don’t want this to be a Ferris State College and we don’t want to get into Technology and all of that business there. So there were some criticisms of that.
LNS: Was Tim really the first to propose it?

GH: Oh, Tim proposed it. No question about it.

LNS: Cause I know that John Ulrich and others picked it up and ran with it. Warren _______ and John did too.

GH: John did and I think Warren did too.

LNS: Yeah there was a push for it. I didn’t realize it was Tim.

GH: Yeah, Tim was the one that brought it up. And he talked, I can remember him talking to Ed McCormick about it. And so Ed was very supportive of it. Tim wanted to have Day Care Centers. Tim was the one who was pushing for Day Care Centers and one of his biggest obstacles to overcome was getting support from Ed. And finally, he got Ed’s support for it and again.

(Geneva)

LNS: Jenny Titsworth comes was when we’d really get a day care center.

GH: Well, when Jenny Titsworth it was there were several things that came with Jenny. But that’s true.

LNS: Well we’ll come to her in just a minute. So Tim has got this thing all geeked up and a lot of people feel that he has the Presidential nominations sewed up and all of a sudden, we come to a Board Meeting and it’s, they it’s Brickley’s going away party and tension is in the air and just talking about it you can almost just think back to that day. And the vote doesn’t come through actually, the vote isn’t gonna come through because somebody pulls the plug and Tim gets up and says he never wanted to be President and he has work back in his District and he isn’t going to pursue it, etc. What happened?

GH: I don’t know what happened. I can only tell you what I was told Larry was that the Beth had changed her mind on supporting Tim. Because what I was told and again I don’t know this it was hearsay, but that Beth was told that she wouldn’t get re-appointed to the Board if she voted for Tim.

LNS: She votes.

GH: That was important in her life at that point if that was true, it was very important to her.

LNS: That was the most important thing to her at that point. So she was re-appointed to the Board whatever happens there is no trail of this information of hearsay, but I think that is common knowledge.
GH: Have you heard that from others too?

LNS: Yeah that she decides that, this is all before the vote so there's never a vote taken where there's a clean thing where he says that. But in light of all the pressures, but the faculty were so upset at that point that they had written letters, they had taken a big ad out in the newspapers. And in the history of the University this isn't a big thing but it was a big thing at that time move on from it. Porter is in and isn't in and Porter writes a letter to the Board and says that he'll only come be a candidate if they open up the process and they interview everybody and they have a big thing and faculty have more of a say in this. Does that all come back to you?

GH: Oh yeah.

LNS: And Dyer is back on the Board as a Regent and back in his District as Superintendent of the Wayne Westland Schools. And now we got Porter here. Remember those days? What's your assessment?

GH: In fact I can remember when John was in for his interviews I can remember how they would divide up the candidates and we'd have to you'd take somebody I don't know who you hosted but it was John's turn. But my daughter was getting married and the reception was here at McKenny Union during all of this taking place. And I can remember my wife and my daughter up here decorating cause we bought a lot of Christmas trees and they did a lot of decorating here. But it was kind of a very trying time cause I wanted to be involved in my daughter's wedding too, but I was very involved in hosting John and there was people for and people against John too. And John had an excellent reputation in Lansing but all of the people were not his followers.

LNS: He was a pretty strong President too.

GH: Different style.

LNS: How would you characterize his style?
GH: Oh golly, John was caring but in many respects, he was more dogmatic. I think that sometimes when John had his mind made up was very difficult to change his mind on things. And so I can remember a person that he'd introduced me to that he said that this person may want to have a job here at Eastern and I said, oh really. What’s your feel and that type of thing? I’d asked for a resume to find out where this person had worked and I got called in two or three times to find out if we’d found a job for that person and I said well no. And he said well what about Alumni, otherwise I don’t have any openings. I don’t have any money over there. I said wait a minute, are you telling me that you want me to hire this person? He says yeah, that’s what I’ve been telling you. I said well, the budget, I don’t have the money for it. We put this person on I think as a Consultant or a temporary I’m not sure, she stayed there maybe a year or so but sometimes he wasn’t real direct and other times he could be very direct. Like the clock on the wall incident. I remember that because there was no way he’s gonna be late for a meeting after criticizing everybody else. And then sometimes he’d draw the charts and as you know the next day, the boxes may be different on the charts or the boxes may become circles, too.

LNS: Remember the time he told us you probably haven't read the memo because I haven't sent it to you yet.

GH: That's what I'm talking about. You got it.

LNS: Porter gets to be President. It's very different. And every day there's a crisis at the Board every month we have our...

GH: Oh yeah.

LNS: Presidential Breakfast.

GH: Well sometimes the cabinet things too.

LNS: Very different style.
GH: Hands on. In fact do you remember Larry when I was trying to get authorization to start a Development Office and remember that? And he said where you gonna get the money? And I said well that’s what these people do John. I tried to explain the whole thing to him. Of course, John’s on the Board of Albion College so he sees a different view of it now. But as you know I had great difficulties selling that. Then I could remember another time when we hired Greg Koroch to work in the Alumni Office. And he says well why do you want to hire that guy? And I said well he’s done a good job down at the Chamber and we know the guy. He’s a known commodity and I think he’d fill in real good. He said well man, he doesn’t have gray hair. I looked at him and said you don’t have to have gray hair to be good. But some of the things he’d come out with were just really surprising.

LNS: A lot of people claim that he saved Eastern.

GH: Oh, I don’t know about that.

LNS: You don’t buy that?

GH: I don’t see how any one person could and I don’t know what he saved it from.

LNS: Well they turned the enrollment around and he got...

GH: See that started before, when you came. You came under Brickley and I think that you started the enrollment turnaround as I recall I could be off, didn’t the numbers start changing? And did the dorms start filling up?

LNS: The President, it was under Porter that we started to consolidate the university we mobilized it.

GH: Let me say this. Let me just be very frank. Gary Owen became Speaker of the House and Gary Owen became very influential. This campus and this community wouldn’t have anything if it hadn’t been for that situation. Because Gary was very supportive of the Institution and had the influence to help others and then there were other people appointed to the Board who had influence with other people too and to say that any one person turned it around, I wouldn’t go that far. John was a good person he was a good leader his style was different than mine and different than say, Sponberg’s who took us through some troubled times there were very troubled times. But I think in my opinion stretching a little far to give him the full credit for it. You had a lot of good staff here and as I say, my recollection of the fact is that things started turning around after you got here as far as the enrollments and Residence Halls.

LNS: You started to rebuild.
GH: Couldn't have gotten anything done here if it hadn't been for Gary and the support of the legislature. I'm gonna be right up front with you. And Roy Wilbanks was very helpful when Roy came in too. Because of Roy's connections with Gary and things that he was able to have influence on too.

LNS: The political influence in your thinking is the core to a lot of our success then?

GH: It's one of the keys. If people are down on you and the legislature and your not getting your fair share of the Appropriations or your capital outlay and I think Eastern's done very well with that and it was we really started having success under Gary's leadership that's another story I could tell you if you want to talk about how we got Gary involved. I had just met Gary Owen, I had just been appointed a Vice President, whenever that was. I'd been appointed then to the Township Planning Commission Ypsi Township Planning Commission and I went to my first meeting the Township Board was out on Ecorse Road at that point and I was going to my first meeting and I couldn't find a place to park all of the roads were dirt roads back then too. And all of the roads were just full of cars, I finally found a place. The meeting was getting ready to start so I was half running into the building this other guy came in from another direction so we said hi to each other I said, "are you involved in this meeting?" he said "yea I'm on the Board today for the first time today." I said, "Me too." It was Gary Owen. Went in there was a developer that wanted to do a large development as it turned out Gary and I both talked, we needed a new Township Hall and the location so we said that as a developer, you should donated some of this property for a new township halls, well it came out in the papers the next day that Gary and I were in Cahoots and that we got appointed together we never met each other before, we'd never talked to each other but Gary and I did become very good friends and Gary had an opportunity, Gary decided to run as a Democrat against Roy Smith who was our State Rep. And Roy's just a nice good old boy a real nice guy but Roy at that point was on Appropriation's Committee but the way politics worked at that point particularly on Appropriation, unless you were in a controlling party you got the crumbs that were left over. You always got something. But it looked to me like the Democrats were gonna have control of the house for a long time. So George Stripp who was on the Board was Roy Smith's campaign manager and George and I became good friends and I went to George, I said George and I'll tell you something I'm gonna have to be against you on this and I'll tell you why, I'm gonna go with Owen and I'm gonna support him, in all honesty, Roy can't do us any good in Appropriations and I'm concerned about the Institution and we're getting peanuts we should be getting a lot more than what we're getting and so George understood that and he said I'm gonna go with Roy and I said well look we've worked out a deal where Roy could move into Veda Anderson's guest house and run as a Republican over there and we can keep Roy and then Gary could just run here. And he said nah-huh he's says I'm gonna fight you, we're gonna fight you but that's ok cause we're gentlemen and we'll fight you and so Roy was able to have meetings on campus with students and that type of thing. But they wouldn't let Gary. And so I went to see Dr. Sponberg and I said, Chief,
this isn’t fair I said we’re not getting fair and equal treatment here. I said this guy should have an opportunity to speak to our students like anybody else. And so ultimately we got it approved so Gary could rent or whatever we did with Roy, Gary would have equal time so to speak. And so ultimately, Gary won the election and I took him up to Lansing to meet with people in control like Dominic Jacobetti, at that point, very strong.

LNS: Very strong.

GH: Very strong. And some of the other people and we were very fortunate that Gary got appointed to Appropriations his first term then it was almost unheard of and Gary knew how to handle it he just knows politics and Gary fools a lot of people you know he used to have more of a southern drawl than he had but Gary knew the State Budget better than the Budget Director did of the State of Michigan. And I can vouch for that he’s just a very bright guy. He would study it and interview it.

LNS: What did he do before he ran for public office?

GH: Well, Gary when he moved to Ypsilanti Gary was a carpenter and he married his wife who was an Eastern Grad. And his first wife, I should say. And she talked him into getting his GED and then he got his GED and he decided that he was going to go to that new Washtenaw Community College that was out near that Willow Village Area. I can remember Gary going out there and David _ _ had just been appointed President of Washtenaw Community College which was at an old temporary school building, World War II days. So Gary goes in there and sees this guy sweeping the hall and he says hey how do you go about getting in this college? And the guys say, well son you come right with me. So David took him in his office and he said who are you? He said, I’m the President. And so David got Gary enrolled in Washtenaw, that’s why he always had a close fondness for Washtenaw Community College and so he got his Degree there he went to Michigan and ultimately, got a Master’s Degree in Urban Planning. Gary is a speed-reader, at least he was and he knew the right questions to ask of the State Bureaucrats and Department Heads. To find out, kind of like Tim in a way in that regard cause that’s what’s frustrating to Tim when he’d ask questions and he knew the answer we’d ask and you’d get the wrong answer, they don’t know. And that’s really what brought the downfall. People not being completely honest. Responsive. Gary was extremely helpful to this Institution. People can’t realize it.

LNS: We wouldn’t have the College of Business Building.

GH: There’s a lot of things.

LNS: The Music Building.
GH: The Music Building, by the way was the last building that I worked on and that was a building was through a Bonding mechanism, the State Bonds and by working with Gary and other members of the legislature, cause Gary, I had to work with every committee member. Gary certainly, it wouldn't have happened without Gary's support. That was the first building we got under that one. I can remember the bridge is in Ypsilanti, Prospect Street and Bridge, across the railroad track you know near Michigan Avenue? There was a wooden bridge, Gary got that replaced. The Superior Bridge, Ford Lake got cleaned up. People just can't imagine what Gary was able to do and Kirk's done a good job too. Kirk and I are very good friends.
EASTERN MICHIGAN UNIVERSITY
HISTORY

INTERVIEW
WITH
GARY HAWKS
GH: We're just talking about Gary Owen on the previous tape here. One of the questions, just going back and forth, when I was doing research on Sponberg, looking through his letters, he seemed awful involved in hiring at every level. He seemed like, he wrote, I've never seen so many letters. Here's a person to look at, here's another person to look at, here's a person to follow up. Whatever happened. He had such tremendous contacts and resources. And he had a way of really evaluating people or his network out there. Like Ed Arden who was one time President of Michigan State. Who is President of Northern Michigan? I know he and Ed were very close as Ed and I became very close when I was State Superintendent. Also, the President of Michigan State at that time, and others. So he had a tremendous network and people liked him so they were making him aware of good people to consider for employment. I know he wrote a lot of letters of recommendation for people here or else.

LNS: He seemed to interview at every level.

GH: Probably at the later stages. See he's trying to build this place there's a lot of things going on. They had just gotten their autonomy he wants to exercise that autonomy.

LNS: He provided a different context for looking at it. He seemed very intrusive to me as a President. At dealing with system levels.

GH: I think he just wanted to make sure he got good people. That's what I think it was.

LNS: He had a pretty heavy time commitment.

GH: He was a hard worker. He played very hard but he worked very hard.

LNS: Now Porter is the President, Porter comes in '79?

GH: I think so. For the Porter Decade. State Superintendent for the decade too.

LNS: And you leave when?

GH: '81.

LNS: '81. And so you're here for the first few years. Why'd you leave?
GH: I like John very much personally, but his style of administration was different than mine. There were certain things that would come up like one minute he was going to tear Welch Hall down the next minute, he's completely opposed to it. And telling people he's always been opposed to it. And like the memo that you're talking about; and it's just different than any of the other President's I've worked for. As I say, I liked him very much personally but I thought it was time for me to change and probably good for Eastern.

LNS: So you leave at the end of a pretty long tenure here.

GH: I was here over seventeen years.

LNS: Seventeen years. You had a lot of power while you were here.

GH: Saw a lot of changes. Well, I don't know about power, Larry.

LNS: Certainly were in positions of great influence.

GH: As you go through if you think about it as you start out. As I've mentioned, I've worked for six Presidents when you count the Interims. Usually after you are here in a position of responsibility, the Board and the President have you assume additional responsibilities. In fact, when Jim Brickley came as you may recall, we'd had some problems in the Athletic Department so Jim had asked if I take over responsibilities of Athletic Department, if you remember that. But I said yes, if could hire an Athletic Director if I could do that. He said I'll let you do that, I want to talk to him. So I said what we have to do is bring some credibility back and some integrity back to some of our programs.

LNS: So who'd you hire?

GH: Alex Agasience.

LNS: What did he do?
GH: I think Alex was the best thing for credibility we could have done at the time. I remember when the word got out that I'd interviewed Alex, I'd actually gone to the NCAA Convention in Miami Beach, and had interviews lined up down there with the National Coach's Association always meets in the same town at the same time. And so I had interviews lined up with people for the Athletic Director's job. And a guy that I'd played football with at Michigan State named Frank Cush and a couple of guys and I drove up to Ft. Lauderdale for dinner. Frank was in the restaurant with a couple of other guys. So we started talking about the old days at state. Frank was a coach at Arizona State and a Pro Coach for a while. But he said, “What are you doing here?” and I said, “Well, I'm really going to be interviewing for an Athletic Director tomorrow and talking to some people and doing a search.” And he said, “Well what about Alex Agassi?” And I said, “Well, He won't get out of coaching.” He says, “He's just been fired from Purdue.” And I said, “Yeah but he'll get another job.” He said, “No I don't think so.” And I said, “I know his brother Lou was an Assistant Coach at State.” “Lou always seemed a little punchy to me. No, Al was always seemed a little punchy to me.” Anyway, I said if he's interested, have him give me a call I'll be back in my room tonight. And or tomorrow morning and here's my interview schedule. So I got a call from Alex, and I had no idea what he looked like, I had visions of his brother, they don't look very much alike. And so I'm sitting down in the lobby, and I thought that guy's gotta be a coach. So I went over to the phone bank call to my room numbers. And I said are you Alex? He said yeah. So we talked about a lot of things. Then the word got out that I'd interviewed Alex. And I got a call from Don McCanna who was the Athletic Director for University of Michigan and Don had been very good to us here at Eastern, letting us use their artificial turf for Spring football. We didn't have it at that time and some of the other facilities and we were starting to schedule games early in the season. We weren't going to at that point beat Michigan, but it was a revenue producer for us too. But he says, Gary if you hire Alex, I'm gonna tell you something, he said if you don't hire him, I'm gonna hire him as an Assistant Coach. But if you're hiring our relationship is just gonna blossom. Because he is the, and this is a quote, He is the most respected man in inter-collegiate athletics today. I said Don that's heavy duty I mean, you've got Bo over there. He says, hey, I love Bo he's great, but Bo would say this to you too. The most respected man in inter-collegiate athletics today. I appreciated his input there. Then I got a call from the President of Northwestern University, he'd introduced himself, look I'm not trying to interfere with your process, but I understand you've talked to Alex Agassi. I said yes. And he said I was on the Faculty when Alex was here with Eric Parsigan, and you know that name? The Coach of Notre Dame, used to be coach of Notre Dame and Bo Schembechler. And see, who else went on to be Coach of the Year? Anyway, he says that Alex is a diamond in the rough. He said, the most incredible person I know of in athletics. And he said I just cannot say enough about the credibility of this man. And I got other phone calls but those two really stay in my mind. And so I can remember talking to the Board, and I had Alex up for interviews and with Jim Brickley too. Ed McCormick says well you know, he
doesn't use very good English. I said I'm not hiring him as an English Professor. I said, I'm trying to get us credibility cause they were talking about throwing us out of the Mid-American Conference and some other things and so Alex, I think was the right guy for the job at that time. And he wasn't a genius with budgeting and that kind of thing but as far as credibility, what those guys said to me was absolutely true and the more I saw people around the Country, the more I knew how respected he was.

LNS: He made a big impact on the program?

GH: Oh I think so. I think we'd probably been out of the Mid-America Conference if it hadn't been for Alex because people trusted him and they knew him. He brought notoriety do you remember the Former Coach, Football Coach of Ohio State? Woody Hayes? I remember getting him involved with the baseball program again to help generate revenue and support but he could call, I can remember Erick Parsigan record commentary for television he was here in town for the Michigan Notre Dame game once time, Eric came over to my office with Alex and Paul Schultz and somebody else and we were having Coca Cola just visiting and Alex could just bring in people because he had so much respect.

LNS: And a lot of friends.

GH: A lot of friends throughout the country.

LNS: A lot of good sayings.

GH: A lot of good sayings. I still use some of them. You can't describe the view from the top of the mountain unless you've been there. You go through life and you make a lot of acquaintances but you make few good friends.

LNS: And the reason, when people used to ask him how we were going to do with dealing with Saturday afternoons, he said the reason we play the game is to find out.

GH: Or what about the recruiting class? He said he'd say, I'll tell you in two years how good we did. Alex didn't have a lot of polish but he was a very honest and sincere guy.

LNS: He didn't need polish because he was, he brought a national reputation with him. He was very quotable, very likeable.

GH: He's the only guy I know of there may have been others, that made All American three times at two different universities. When I'd introduce him sometimes, I'd say that and he'd say yeah that and a quarter will get you a cup of coffee. Never enamored with himself.
LNS: When you look back over your years at Eastern what do you want to be remembered for?
GH: Certain things like starting a Development Program which others have really made that thing blossom. As now of course, you have your own Foundation. But, I think for the long term good of this Institution. That was one of the best that I brought to my knowledge. I brought in the first African American at a high administration level position with Theo Hamilton coming in. Theo, I understand is still.

LNS: Seventy-six years old.

GH: I think the only work I did with the Legislature I think was very helpful for the institution at that time. Hopefully some of the work we did in Labor Relations, in negotiating and implementing those first contracts, which were very difficult in some cases. A lot of times you know, you go through unionization, they can get kind of nasty. Bill ________, who was head of General Motors HydroMatic Division at that time, lived in Ann Arbor he was telling me some of the things I could expect. Like you would get doggie bones in the mail and stuff like that. This is all we did. For many years, I did have the support of the Presidents of all of them, including Dr. Sponberg, and the Board with many years and had the Board support. I always tried to treat all Board members equally, I know maybe it didn't look that way all the time, but I'd always try to do that. Board Members now maybe would give the information or maybe they'd direct not to give somebody the information. It was always my recommendation that you give everybody everything. That's what I did with the State Board of Educational. And there I was in a role where I could direct that no, if you give this to that Board Member, you're giving it to every Board Member. You're going to treat them all alike. Interesting too Larry that in many cases State Superintendents of Public Instruction had come from the state to be President here. Like Eugene B. Elliott and maybe one before him.

LNS: Well Pierce.

GH: Yeah, Pierce. He was the first State Superintendent, right?

LNS: He wasn't President, but he was the Founder.

GH: And then John Porter and Mari Ellis who was State Superintendent was here. But I left here and I'm the only one, the only person in the State's history to be State Superintendent twice. Who'd ever thought that I'd be State Superintendent. But I'm the only one that has served in that capacity on two occasions.

LNS: When you think about Eastern, had been a more political Institution than other Institution's that you are aware of?

GH: No.
LNS: Do you think you've had more interference or more things going on? Just typical university stuff.

GH: Larry maybe some of the smaller ones may be a little different. Take a look at Michigan State, my Alma Mater. There's been turmoil there, I think McPherson pretty much have things under control. You have old business with Perles, and all that business. You have people that were relieved because of research improprieties. Over a period of time, a whole series of things of Board involvement. You had a very influential person in Lansing on that Board who was very instrumental in getting a President, getting rid of a President, and U of M has had some of that. U of M has had some, but I think they're able to keep it quiet for some reason. But they've had an unrest too with their Board. I don't know all of the Boards that well but I think that there were times I think it was by Institution maybe at a higher degree at certain times as it is at other times. And of course now, your Boards, in my opinion aren't as knowledgeable about their institution as they were back then. The first Boards as I mentioned and several Boards thereafter that people knew what was going on here. But now, they meet every other month and it's kind of like the State Board now. They meet every other month and they don't really know what's going on, they don't know the programs. And that's not to say that they're bad people. I'm just saying that the Boards aren't as involved as they used to be. From an administrative point of view that's probably good, on the other hand, I think from their responsibilities, I think it's unfortunate in a way, too. Because Board Members can have good ideas. Administrators don't have all the good ideas.

LNS: I always remember one quote, I don't know if you remember how the first Board Retreat I had attended for some reason the accommodations got mixed up we were all crowded in Ed McCormick's room, we were sitting around, we had the Board and the Administration, some people were on the bed some were on the chairs extra chairs brought in, food on the dresser, and everything. And Ed McCormick said, "You know this Institution is gottabe a lot better than any of us think. We've been trying to kill it off for the last ten years and we haven't succeeded yet." It always stuck in my mind. This Institution has its own strengths. It's self-perpetuated in many ways. It's interesting as you look at the warp and weave. All of the horrible things that have happened all these great things that have happened. And we're still here and probably better off in many ways today.

GH: I think so too. The other thing you asked in an earlier question and I was thinking too that describe Eastern back then and to many people, as an Institution of opportunity. Because we did give a lot of folks a chance that couldn't have gotten anywhere else and that's not to say that our admissions standards should be zero, I don't mean that either. Because I think they probably did get out of kilter for a period of time, didn't they Larry?

LNS: Late seventies. I mean, the early seventies.
GH: But then it's just like the group I am with now. The Davenport Detroit College of Business and Great Lakes Colleges. I call them an Institution of opportunity cause they take people that can't get in here or that a lot of them couldn't get in here possibly. But they give great, great support to these students and when you see the lives they've changed they have 98% employment rate. And 98% in the field they're trained for, of course, it's strictly business and Allied Health. But I think that those are the things Don ____________ for example, as the President of this organization should get a lot of credit for because he's kept the open door policy. You can get in on a GED or High School Diploma and after that it's up to you. You make the grade.

GH: Dr. Sponberg used to talk about that all the time, wanted to be an Institution of Opportunity. I know that Tony Evans at one time thought that we could be the Harvard of the Midwest. But I think that, I get comments having worked with the school people and so many of them are alumni school people but I get a lot of nice compliments about somebody's son or daughter that goes to Eastern and it's a good teaching institution. I think that kind of the niche is teaching.

LNS: Where you get a great education.

GH: We're the learning edge.

LNS: Thank you Gary Hawks.

GH: Thank you Larry.