

National Academy of Arbitrators
HISTORY COMMITTEE INTERVIEW

William H. Holley, Jr.
Executive Secretary-Treasurer, 1996-2002

Interviewed by George Nicolau
President, 1996-1997

Nicolau: This is an interview of William Holley, former Secretary-Treasurer of the National Academy of Arbitrators, an interview which is slated to join the interviews of many others in the archives of the Academy. My name is George Nicolau, with me is Bill Holley this afternoon. We are going to be talking about him and his career. Bill, we've known each other for a long while but I have not known a great deal about your background before you joined the Academy. I assume that others reading this do not either. So why don't you start by telling us a little about yourself.

Holley: I was born in Clarksdale, Mississippi and grew up there. I guess we were a middle class family; I didn't know that until I got to high school. My father drove a milk truck and my mother worked at JC Penney's. I started my first job when I was in the first grade carrying milk bottles to front door steps. That was my first job. My first job paid me \$1 a day for getting up at 2:00 in the morning and working until about 7:00 a.m.

Nicolau: What was actually the time frame? When were you born?

Holley: I was born in 1940.

Nicolau: 1940. So we're talking about 1946 or so? Let's see. First grade would have put you in 1946 or 1947?

Holley: Yes. Before then, I can remember World War II because I used to carry a wagon around the neighborhood picking up papers and cans to support the war. That was an unpaid job.

Nicolau: And your mother and father thought that would be a good idea?

Holley: They thought it was a good idea; me out there picking up paper and cans and supporting the war.

Nicolau: So did you get paid during this milk route job?

Holley: I got \$1 a day.

Nicolau: \$1 a day.

Holley: \$1 a day. That was my first paid job.

Nicolau: So did you work five days a week?

Holley: No, I just worked mostly on Saturday.

Nicolau: Oh, okay.

Holley: I had to go to school.

Nicolau: So I hope you got an allowance besides that.

Holley: I was always promised an allowance, but I never got one. My parents always talked about an allowance.

Nicolau: I recall Clarksdale was always a very famous town.

Holley: It is very famous for its blues music. They claim that the blues were actually born there. If you've ever been there, you'll know why it is.

Nicolau: Did you grow up there?

Holley: Yep, right there.

Nicolau: Tell me about high school. What about your other activities?

Holley: Well all through school I was somewhat a jock. I played all sports, lettered in basketball, football, baseball, and track. I liked baseball best, but was probably better in football because I was offered a football scholarship to Memphis State,

now University of Memphis. I went there for two weeks and hated it. After we stayed on the practice field until one of the coaches saw blood, I concluded there must be a better way to pay for college.

Nicolau: Was that your end of sports?

Holley: Not really. I played softball for years, even some championship teams. I played semi-pro baseball. I did that all the way through college and afterwards for a few years.

Nicolau: We'll have to get into that. That must be how you ended up juggling books.

Holley: I went to Sunflower Junior College for one year and made the baseball team, but I had to quit to keep my job. I went to a football game at Hinds Junior College and I saw the Hinds High Steppers which is a female marching team. They were very good looking. I thought that I needed to go to school there.

Nicolau: And where is that?

Holley: That's in Raymond, Mississippi. So I made up my mind that I was going to college there. I didn't write them or contact them or anything. I just went home in the summer and told everybody that I was going to college at Hinds Junior College. I found out the dates they were registering students. My mother drove me down there and put me out. There I was with my bags and I just walked in the door to register. The registrar thought I'd been kicked out of Sunflower.

Nicolau: Wait a minute. What year was this? You didn't have to apply, you just walked in?

Holley: I didn't know about all that application stuff. I just thought I was a good enough student that they'd let me in.

Nicolau: Well, you know what it's like now?

Holley: I know now. Well, my mother dropped me off and she went to visit her kinfolks. There I was with my bags and ready to go to college.

Nicolau: So somehow or other you made arrangements to sleep somewhere that night?

Holley: Well, the registrar actually called Sunflower Junior College to find out if I'd been kicked out. She found out that I had not been kicked out. She said, "Yes, you are admitted but we don't have a room for you." The only place that I could find to live was a dormitory room with three people in it. Fortunately I ran into two friends from Clarksdale who had an extra bed, the upper bunk, and they let me sleep in it. So I roomed there for almost four months until another room opened up.

Nicolau: So that. . . I don't know if I should keep asking you this question but you stayed there until?

Holley: I stayed there until I graduated.

Nicolau: And then what happened?

Holley: I knew I wanted to go to Mississippi State because that's where all my friends were. So, I actually did apply there. Just like most college kids, I was with a bunch of friends from home and they were helping me register. I got in this line. When I got to the end of the line, this guy looks up and says, "What's your major?" I said "Uh-oh" because I didn't know what my major was going to be.

So I got out of line and I went back to my friends and I said “This guy’s up there asking me for my major.” They said, “Well, what are you going to major in?” And I said “Well, you know I like people. So I think I’ll major in Personnel Management.” I got back in line and I went back up there. After I told him my major, he says: “Well if you’re going to major in Personnel Management, you have to take these courses.” I went back to my friends and I said, “this is what he’s got.” He wrote down Management 51. They said, “Don’t take this guy.” So I go back and get in line again. I said “I don’t want to take this professor.” Unfortunately, he was the same guy who was teaching that course. So I signed up and went to that class. On the first day, there were 130 in that class, but as soon as he walked in, 25 people walked out. I said, “This is going to be bad.”

Nicolau: What was he like?

Holley: Well, he was quite pompous, very formal. I found out later that he had adopted one book for the class and was teaching out of another book. He was actually the head of the department.

Nicolau: Doesn’t sound like it was great experience. How about the rest of your time at Mississippi State?

Holley: It was a great experience. I didn’t have enough money to pay my way through school. I was able to pay my tuition, but I worked in the cafeteria for my food. While I was working in the cafeteria, I was able to work banquets and they actually paid you \$5 to work each banquet. So I used that money to pay for whatever I needed – laundry and stuff like that. I went to all the athletic events; it

didn't cost me much to go to college there. I played all the intramural sports and studied. I worked in factories during the summer months and also worked for a trucking company. I even worked on a Teamster permit one summer. The first summer the Company was nonunion and I made \$1.25 an hour. The second summer, they had chosen the Teamsters to be their representative and I made \$2.50. That helped me pay my way. At lunch I heard the permanent employees talked about the "union stuff."

Nicolau: I'm beginning to see why you made such a good Secretary/Treasurer—you questioning those bills that we would put in.

Holley: I had to be pretty tight.

Nicolau: Well, did you graduate from Mississippi State?

Holley: I did. I graduated from Mississippi State.

Nicolau: Which years were you there?

Holley: 1960 to 1962, then from 1964 to 1965 for my MBA.

Nicolau: You were now what 21?

Holley: 21. Yes.

Nicolau: Ok. You graduated in 1962. What then?

Holley: After getting my B.S., I knew that there was a possibility of being drafted so I signed up, went to Fort Jackson for boot camp. While there, there was the Cuban missile crisis. I knew that I didn't know anyone in Cuba but I surely saw a lot of military activity around Fort Jackson preparing for war.

Nicolau: Then what?

Holley: I got out in '63 and went to work at Chromcraft, a furniture manufacturer. I was there when a union organizing campaign occurred. I even attended meeting where a captive audience speech was made. While there, I decided to go to Officer Candidate School and did. The first day I did over 100 push-ups before they even let me report. We had 37 quit during the first two days. I was commissioned in 1963. Later, I transferred to the TN National Guard, was a training officer, and a Battalion personnel officer. I was chosen the outstanding officer in the Battalion in 1965. Then I went to Engineering Officer School at Fort Belvoir. While in school at the University of Alabama between 1965 and 1969, I was the commanding officer of a unit in Berry, Alabama. We spent most of our time preparing for civil riots. My best military experience occurred in 1968 when I was not selected the outstanding officer. All the men in my unit signed a petition declaring me the outstanding officer and presented it to me in a formation. That was nice. In 1969, we moved to Auburn and I resigned my commission.

Nicolau: So you decided to go to graduate school?

Holley: Well, I grew up in Mississippi and I had always been told how dumb Southerners, Mississippians particularly, were, the schools were bad, and all that kind of stuff. When I went to the military and there were "dumb" people from all over the country. I said, "What's the comparison here?" I felt that I compared very well. I also read a book when I was in the military entitled "The Fountainhead". I said,

“By God, I think I’m going to be the best I can be.” Just like that Howard Roark in that book, . . .

Nicolau: Why did you decide Business Administration, rather than Media or History or whatever?

Holley: I’d already had a degree in Personnel Management as an undergraduate. That was sort of a natural move into the business field. When I was in the MBA program, I was grading papers as a graduate assistant for the same guy that I met that first week at Mississippi State and an Economics professor died. The word around the school was who’s going to take his classes. The Director of Graduate Studies called me in and said, “Here we’re paying you to grade papers. We’ve now have two classes without a professor. You’re a graduate assistant, would you be willing to finish out the semester?” I said “yes”. Then, I wondered: “Oh my God, what have I got myself into.” They gave me the economics text on Friday. Monday, I was in there teaching an economics class.

Nicolau: Every life has some serendipity. You never know what’s going to happen.

Holley: Absolutely.

Nicolau: I mean, can you imagine that they’ll say, “Mr. Holley Professor, it’s yours.”

Holley: Right. When I was growing up people told me frequently that I was a good coach and was good with kids. People thought I was either going to be a teacher or I’d end up in the military. And I said, “No way, I don’t think either one of these professions would be right.” But they turned out to be right. So, I got in that class and I really liked it. I was 22 years old and I was a college professor.

Nicolau: Did that go to your head?

Holley: No. Absolutely not. I was intimidated. Several students in class were older than me.

Nicolau: Well, how many chapters were you ahead of your students?

Holley: I was one day ahead of them. My first day I ran out of material. That first day I worked all weekend for my first lecture, and about thirty minutes into my lecture, I was through.

Nicolau: So what happened:

Holley: I dismissed class.

Nicolau: Well, you could have gotten them into a discussion or something.

Holley: I didn't know enough to discuss. It was economics. What was interesting, there was two classes; I was assigned to one. But a guy who later came to Auburn and is now professor there now was in the other class. We have co-authored numerous articles.

Nicolau: I'll be darned.

Holley: Small world. There's all kinds of small world things that happen.

Nicolau: How long was it that you were teaching those classes?

Holley: I taught one class. And they asked me if I would stay on after I got my master's and teach another class as a full-time instructor. So I actually stayed on for half a year and took a doctoral-level class. In fact, I could have saved time if I'd stayed at Mississippi State and got my doctorate there. But instead, I wanted to get my doctorate from a different university. Also, I really wanted to get a full-time

teaching job and find out if that's what I wanted to do. So I checked around at different universities and actually ended up at University of Tennessee, Martin campus teaching there. I taught marketing, management, economics, personnel management, salesmanship, and labor economics all in one year.

Nicolau: I was going to say, that's an awful lot of courses.

Holley: That's a lot of courses.

Nicolau: A lot of things you had to learn.

Holley: I never had a course in salesmanship, but I taught it. I had a lot of outside speakers coming in.

Nicolau: So you had a year at the University of Tennessee? Anything important happen?

Holley: And on the first day of registration I met someone who I would spend the rest of my life with.

Nicolau: I was going to ask you that. I wasn't sure whether she was part of that majorette team or what.

Holley: No. Actually what happened is that after I took the job at University of Tennessee, I was working registration in the Business Building and most of the registration occurred over in the gymnasium. At the end of the first day, I went over to the gymnasium to see a friend of mine – Walter Walker. He was working with this young co-ed. I thought, "Hey, she looks pretty good." I thought, "Why not Walter work in the Business Building and I work in the gymnasium." I asked Walter to swap and Walter said, "Hey, I don't care where I work; we're all got to work." The next day, I showed up at the gymnasium and I'm working with Betty

for a full day. About two weeks later, we started dating. Last May, we've been married forty-one years.

Nicolau: Well, but how long was this courtship?

Holley: It was about two years.

Nicolau: About two years.

Holley: Yes. She was a senior and I was a faculty member. After a year, I decided to go to the University of Alabama and work on my Ph.D. Betty got a job at Centreville, Alabama about 35 miles away from Tuscaloosa. After about a year there, we got married. She went back to the university and got her master's at the University of Alabama. So we were students at the same time.

Nicolau: So the Ph.D was another year or two?

Holley: Two years of classes and one year of research on my dissertation.

Nicolau: So you were finally finished with all the formal education when?

Holley: 1970.

Nicolau: And then you went to Auburn? What happened at Auburn? Why did you go to Auburn?

Holley: I went to Auburn because it was close to Tuscaloosa. I wanted to finish my dissertation. I still had some work to do and I traveled back and forth. Auburn was a good place to get started. Auburn had just started a new College of Business and it was close enough to my major professor so I could drive back and forth and finish my dissertation.

Nicolau: Did you stay at Auburn?

Holley: Yes. We've been at Auburn since September 1969.

Nicolau: Now tell me about Auburn in terms of what you started out doing there.

Holley: I started out as an instructor. It was a new College of Business so they were still formulating courses. I was in on the ground floor and I could almost create any course that I wanted to teach. And that's what I did.

Nicolau: So you put the courses together; you decided this was what. . .

Holley: We started from scratch. The College of Business was founded in '68. I got there in '69 so everything was still in the beginning stages.

Nicolau: Are you still there?

Holley: We still live in Auburn, but we are both retired from the University.

Nicolau: Oh, you're not on campus.

Holley: On campus? No.

Nicolau: When did you leave?

Holley: '01. July '01.

Nicolau: During this period, somehow or other, you became interested in arbitration. Let's go back to that time.

Holley: That was during my years at Mississippi State while in the master's program. The person, Langston Hawley who later became my major professor at Alabama came to Mississippi State to make a speech. I said that would be neat. I said, you know, that's what I would like to do. Dr. Hawley goes back to Alabama and I am still there as a student at Mississippi State. A friend of mine who had been elected president of the Student Government was talking to me about some role in

his administration. I said one day I'd like to be an arbitrator. He said, "You know, we've got a position on the Student Judiciary Committee that would fit in with someone who has an interest like that." Most people who were on the Judiciary Committee were students who wanted to be lawyers. He said, "Why don't you serve." So I became the graduate member of the Student Judiciary Committee.

Nicolau: Yes, I was a member of the Student Judiciary Committee at the University of Michigan.

Holley: It was good preparation for considering arbitration.

Nicolau: How did you decide to become an arbitrator? You had no legal experience and did not work for either for management or unions.

Holley: My major professor at Alabama was a member of the Academy. He ran with the crowd from Tuscaloosa; he was a friend of Ralph Roger Williams and Jay Murphy. Whit McCoy who later became Director of the FMCS was there.

Nicolau: Oh yes.

Holley: He was the law professor back in the 50s and 60s. There has been a crew of arbitrators at University of Alabama for a long time. I think McCoy was a founding member.

Nicolau: Yes. McCoy was a founding member. But, this is interesting because you must consider yourself an academic who became an arbitrator?

Holley: Yes. Absolutely.

Nicolau: Because the Academy has a number of those — also a fairly larger number who were either on the union side or the management side or both and then eventually became arbitrators.

Holley: I was an academic who became an arbitrator. I modeled my career after my major professor Langston Hawley. He got a Ph.D in Economics and I got a Ph.D in Industrial Relations. I took every course he taught. He taught me my first course in arbitration and was my major professor. When it got to the point when it was the time to apply to be a member of the Academy, he was one of my references.

Nicolau: Tell me about your first case?

Holley: Actually my first case was a case with the Alabama Education Association and the Alabama Department of Mental Health. It was 1976 in Montgomery, Alabama. We were scheduled for five cases in two days. When I was contacted by two attorneys, I felt completely intimidated. I thought “These guys have had so much experience. And here I am a fairly young college professor. . .”

Nicolau: How old were you then? If you remember.

Holley: I was thirty-six.

Nicolau: Okay.

Holley: I get to the hearing and these guys come up to me and said, “We’ve never had an arbitration,, so what do we do?” So I stepped forward and said: “Well, what you do is you do this” and that’s what they did. They said, “That’s fine.”

Nicolau: Besides serendipity, have you ever noticed how much luck there’s been in your life?

Holley: Mostly what's happened to me has been good luck. Most of what's happened has resulted from a lot of good supporters.

Nicolau: So that was your first case? And how did it pick up for you?

Holley: Well, actually I decided there was much I didn't know about arbitration after my first five cases. I decided that I ought to intern under someone. Alex Simon came to Auburn to teach and I went on a few cases with him. At one of those cases, guess who was the advocate?

Nicolau: I couldn't guess. Not your major professor?

Holley: Peter Hurtgen who later became Chair of the NLRB and Director at the FMCS. We were in Columbus, Mississippi with Walker Manufacturing Company and he was the management advocate out of Chicago. I met him and told him what I was planning to do. About two months later, he selected me to be an arbitrator. So I tell him when I see him that he helped me get started, which is probably right.

Nicolau: You said you became an intern.

Holley: Yes, I went on several cases with Alex and wrote drafts of the decisions. He looked over them and changed them. A couple of them were published. That sort of encouraged me. To have written up some decisions where all he had to do was dot a few Is and cross a few Ts. I said, well, this looks pretty good.

Nicolau: I can do this.

Holley: Then I applied for the FMCS. I knew I had to have five written cases so I submitted those five I had in Montgomery. I submitted the ones I had done in the internship and a couple of AAA decisions. After being placed on the FMCS

roster, I started to get selected. But it seems that as soon as I was getting ready to go to the car to drive to the hearing, the parties would call and tell me that they had settled the case. I said to myself, I don't know about this. I'd get my duffle bag packed and get selected for these cases and none of them were going forward. I went to Alex and I said, "What's going on here?" He said, "You don't have a cancellation fee." I said, "What is a cancellation fee?" He said, "Right now they're using you as part of the process. They haven't lost anything if they settle." So I contacted FMCS and asked to include a cancellation fee and things started working out better. I started actually going to hearings.

Nicolau: Did you have any other mentors before we go on? Before I push you along?

Holley: Don Mosely is the guy who supported me, still does. I had him as my undergraduate advisor. He talked me into minoring in accounting. He thought that Personnel combined Accounting was a good combination. I still kid him about that decision but I'm glad I took those Accounting courses. These courses helped me a lot as Secretary-Treasurer.

Nicolau: Well, you have five cases in two days. Let's count that as one case. How many cases did you have the first year after being on the FMCS roster? Can you remember that?

Holley: Probably eight.

Nicolau: Well, that's terrific. I only had five. Of course I worked on the labor side. It took a while to get appointments.

Holley: However, before I got on FMCS roster, I was placed on AAA's roster in 1974. I got on AAA by just writing a letter and sending my résumé. AAA sent me this nice letter back saying "Congratulations, you are now on the National Labor Panel of the American Arbitration Association." I said, "Wow, boy I'm doing good." Then two years later, I hadn't heard a word from them. So I called AAA at the Charlotte office and said, "Hey, my name is William Holley and I was admitted to the AAA Panel in 1974 and I haven't received any appointments and I just wanted to know if my name is being sent out." The AAA said, "Let us check our records and we'll give you a call." A couple of days later they called and said "Mr. Holley, we've sent your name out 14 times and you have not been selected for any cases." So I told Betty, "I better unload my duffle bag because I don't think I'll be going to any arbitration cases."

Nicolau: Was that true of the FMCS too?

Holley: That's not true at the FMCS, but that was later – 1980. AAA is not very active in the southeast.

Nicolau: That might be the reason.

Holley: Actually what is sort of surprising also is my name, H-O-L-L-E-Y, is close to H-A-W-L-E-Y, my major professor and H-O-L-L-Y, J. Fred Holly from the University of Tennessee Knoxville. I went to some hearings where parties I believe thought they were getting Fred Holly and they got me. When I went to a hearing in Virginia, some guy came up to me and said: "Mr. Holley, you've certainly done a lot of arbitration for a long time, haven't you? And I said, "Not

really.” And I knew then that they thought they were getting J. Fred Holly and they were getting me, William Holley.

Nicolau: Well with my name, I never had that. When did you apply for the Academy? Do you remember?

Holley: 1985. I just assumed you decided 50 cases in 5 years, send in references, and you're in.

Nicolau: And?

Holley: I got in. I got in with 51 cases. I had done a lot of academic research and I've co-authored two books. I think that helped get me in. Tony Sinicropi was using my textbook at the University of Iowa in his classrooms. He liked our text and was a great supporter of me. He later asked me to Chair the Fall Education Conference which I did for three years..

Nicolau: So, it may have been a combination.

Holley: Yes. I think it was the combination because I've still have my application. When members tell me nobody ever gets in with 50 cases or anything like that, so I just keep my mouth shut.

Nicolau: I know this is an interview of you, but in my interview I think I indicated that I had just about the same; 50 or 52 cases, a little bit less than five years. One of my nominators was Peter Seitz.

Holley: When people meet you at the coffee shop or the bar and they say “Well, I got deferred with 100 decisions” or “You know, I had to reapply” or “I had 200 cases”, I just keep my mouth shut and I don't say anything.

Nicolau: Well, things are a bit different now. You became a member of the Academy in 1986. And when did you start getting into doing stuff.

Holley: Well, actually as soon I got contacted that I was going to be a member, I immediately wrote the president and volunteered my services.

Nicolau: Who was the president?

Holley: Bill Murphy. I thought "Here I am an academic and I'm doing a lot of academic research. I should be on the Research Committee or the Continuing Education Committee. Which one would be best?" He wrote me a letter and said, "Sorry, but I've already filled all the appointments." I said, well, this is not going to be my kind of organization. He said "We're all filled up on committee assignments, maybe next year or something like that". I thought: "Well, that's pretty tough. They don't like volunteers." Then, I went to my first meeting, I think there were 19 in my class, Gil Vernon and Dave Peterson were in my class. Also Hoyt Wheeler who I've known for a long time.

Nicolau: Where were you inducted? Philadelphia in '86?

Holley: 1986. Yes. So I became a member and we had the orientation. It was terrific.

Nicolau: They gave you the papers to read.

Holley: They surely did. I was real proud that I had been accepted. That was really my professional goal. I really wanted to be a member of this organization. When I told Jack Clarke that I had been accepted for membership, he said, "Bill, you may be disappointed". And I said, "Well, what do you mean? I thought that I was

getting way up here.” Later, we both became very active. Jack became a Vice President and I became Secretary-Treasurer.

Nicolau: And what do you think now?

Holley: I think the Academy is an amazing organization. It is an honor to be a member. The Academy has some of our best and closet friends. The Academy is an important organization which does much good work. I still am proud that people like Dave Feller, Dick Mittenthal, Ben Aaron, Arnie Zack, you and others even know who I am. The Academy has changed our lives. Betty and I love our involvement in the Academy. That’s why we both attend every meeting.

Nicolau: How did you get to be Secretary-Treasurer? Did you volunteer or indicate that you had an interest?

Holley: I volunteered but I was encouraged by several members. I had heard that at least three other members had applied. I had been National Coordinator of Regional Activities and Chair of the Fall Education Conference for three years and was ready for a challenge. At Auburn, I knew I was nearing the end of my academic career and the timing was right. At Auburn, we were moving into a new building and there was office space which had not been claimed. Having the Academy office at Auburn would be an honor for me and the university. My department head, Bob Niebuhr, and I put together a proposal for the Nomination Committee which showed how the office would be located and the rent charged would be the same as the rent charged by Cornell. That helped the Department because it put \$12,000 into our operation and maintenance budget for each of my six years.

Nicolau: Was there any difficulty in transferring the work to Auburn?

Holley: The transition was fairly smooth but it was quick. You and I went to Ithaca to see what would be moved to Auburn and what would be liquidated. There was a lot of equipment, furniture, and supplies which had to be transferred. On one Saturday morning an 18 wheeler full of Academy equipment, furniture, and supplies arrived and Brenda Ryan, the driver, and I unloaded the trailer that weekend. It seemed like one day I was a member and the next day I was Secretary-Treasurer. I immediately began working on a way for the next Secretary-Treasurer would have a longer transition. We were able to get the NAA constitution changed to create a position of Secretary-Treasurer-elect who would have a year and a half for the transition. The transition from Auburn to Pittsburgh/Cortland was very smooth.

Nicolau: Did the NAA hire a secretary for you or did you use your Auburn secretary?

Holley: I hired Brenda Ryan as the full-time Operations Manager for the Academy and Kate Rief was hired as a half time Meetings Planner. Brenda had been one of my students and was completing her Masters. She also had work experience as a legal secretary so she was perfect for the job. Kate worked for Dana and had a wealth of experience and knowledge of the Academy and its members. Later Kate was given additional duties as production editor for the Chronicle and she was then three-fourths time with the Academy.

Nicolau: Did you make any changes in the way the job was done?

Holley: All Secretary-Treasurers perform their job in different ways; none are necessarily better than the others. Since the MIS faculty and students were in our department, we were able to take advantage of their expertise. One class was assigned the development of the NAA first Web page in 1997. I met with them several times and the students created the first NAA Web page free of charge. Because the NAA used the university's computers, we had no maintenance fee. We were also able to use student labor when we had large mailings. Sending out materials by e-mail had not arrived. We also had already developed the first official mail-list. However, when Chet Briscoe announced the NAA Mail-list. I told Brenda to hold back on ours and let Chet and Doug Collins do the work. Although the NAA Mail-list is the NAA's unofficial Mail-list, it has made a great contribution to the Academy and I give credit to Chet and Doug.

I told Brenda and Kate that the members were our customers and they should be treated with respect like customers. We were not doing brain surgery; we were there to provide a service to the members.

Some of the changes came from the presidents. You believed in detailed minutes for legislative and historical purposes. We prepared the minutes in advance of the Board meetings and mailed them to all members of the Board. The first item of the agenda was consideration and amendments to the minutes. We continued this approach throughout. You also wanted a detailed Report of the Secretary-Treasurer to be presented to the Board as well as to the membership. We handed

the report out at the Annual Membership meeting and I presented the report orally.

Ted thought it was a good idea to have the Board Policy Manual updated annually and given to each Board member. We started doing that after the San Francisco meeting and did it every year after. Dana had started the Committee Preference Forms and we were able to reduce the Executive Committee members time involved tremendously. In fact, when John Kagel was making his appointments, he had nearly every positions penciled in before we met. His meeting was streamlined.

Nicolau: What do you think are the most important qualities or challenges for a Secretary-Treasurer?

Holley: I don't know if there are any specific qualifications which would qualify or disqualify you because all Secretary-Treasurers are different and operate in a different way. I will only address myself and what I brought to the job. I had been a Department Head for two years at Auburn and also served as Associate Dean for Academic Affairs for two years. AS a Department head. I supervised 30 faculty members with egos similar to arbitrators. As Associate Dean, I had overall responsibility for the 130 faculty and 2,500 students. I had been to OCS and was a company commander in the national guard. I minored in accounting as an undergraduate and had my MBA as well as my Ph.D. in business with a major in industrial relations. I was able to use my experiences and education to the fullest extent in the challenging job as Secretary-Treasurer. Some of the lessons I

learned along the way were helpful. For example, at Officer Candidate School, I was taught that the “chain was as strong as the weakest link”; I was taught that “your men eat first”. That means that you take care of those who work with you. I learned that you find the best people, tell them what is needed to do -not how to do their jobs - and let them do their job. When the staff would panic, I would tell them that we are not doing brain surgery – we’ll figure out a way to get the job done. You, George, taught me to always be prepared and to anticipate questions. I remember you asked me a question about the NAA constitution. I had to look up the answer. You said: A good Secretary-Treasurer ought to know the answer to that question. After that time, I did.

Nicolau: How did you get to be Secretary-Treasurer? Did you volunteer or indicate that you had an interest?

Holley: I volunteered but I was encouraged by several members. I had heard that at least three other members had applied. I had been National Coordinator of Regional Activities and Chair of the Fall Education Conference for three years and was ready for a challenge. At Auburn, I knew I was nearing the end of my academic career and the timing was right. At Auburn, we were moving into a new building and there was office space which had not been claimed. Having the Academy office at Auburn would be an honor for me and the university. My department head, Bob Niebuhr, and I put together a proposal for the Nomination Committee which showed how the office would be located and the rent charged would be the same as the rent charged by Cornell. That helped the Department because it put

\$12,000 into our operation and maintenance budget for each of my six years.

Nicolau: Was there any difficulty in transferring the work to Auburn?

Holley: The transition was fairly smooth but it was quick. You and I went to Ithaca to see what would be moved to Auburn and what would be liquidated. There was a lot of equipment, furniture, and supplies which had to be transferred. On one Saturday morning an 18 wheeler full of Academy equipment, furniture, and supplies arrived and Brenda Ryan, the driver, and I unloaded the trailer that weekend. It seemed like one day I was a member and the next day I was Secretary-Treasurer. I immediately began working on a way for the next Secretary-Treasurer would have a longer transition. We were able to get the NAA constitution changed to create a position of Secretary-Treasurer-elect who would have a year and a half for the transition. The transition from Auburn to Pittsburgh/Cortland was very smooth.

Nicolau: Did the NAA hire a secretary for you or did you use your Auburn secretary?

Holley: I hired Brenda Ryan as the full-time Operations Manager for the Academy and Kate Rief was hired as a half time Meetings Planner. Brenda had been one of my students and was completing her Masters. She also had work experience as a legal secretary so she was perfect for the job. Kate worked for Dana and had a wealth of experience and knowledge of the Academy and its members. Later Kate was given additional duties as production editor for the Chronicle and she was then three-fourths time with the Academy.

Nicolau: Did you make any changes in the way the job was done?

Holley: All Secretary-Treasurers perform their job in different ways; none are necessarily better than the others. Since the MIS faculty and students were in our department, we were able to take advantage of their expertise. One class was assigned the development of the NAA first Web page in 1997. I met with them several times and the students created the first NAA Web page free of charge. Because the NAA used the university's computers, we had no maintenance fee. We were also able to use student labor when we had large mailings. Sending out materials by e-mail had not arrived. We also had already developed the first official mail-list. However, when Chet Briscoe announced the NAA Mail-list. I told Brenda to hold back on ours and let Chet and Doug Collins do the work. Although the NAA Mail-list is the NAA's unofficial Mail-list, it has made a great contribution to the Academy and I give credit to Chet and Doug.

I told Brenda and Kate that the members were our customers and they should be treated with respect like customers. We were not doing brain surgery; we were there to provide a service to the members.

Some of the changes came from the presidents. You believed in detailed minutes for legislative and historical purposes. We prepared the minutes in advance of the Board meetings and mailed them to all members of the Board. The first item of the agenda was consideration and amendments to the minutes. We continued this approach throughout. You also wanted a detailed Report of the Secretary-Treasurer to be presented to the Board as well as to the membership. We handed

the report out at the Annual Membership meeting and I presented the report orally.

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