

From: [William Pfeiffer](#)
To: [Ronald Walters](#)
Subject: Re: your thoughts
Date: Saturday, July 06, 2013 10:04:11 AM

Ron,

I received it, and did not delete it. I'll get back to you when we get off the lake. How about this weather!

Wally

Sent from my iPhone

On Jul 3, 2013, at 12:17 PM, "Ronald Walters" <rwalters@niu.edu> wrote:

Hi Wally -

The system administrator on this end says that you received this and deleted it! Am I being spammed or written off?? Hopefully it makes it this time. Hope you're having a fun 4th on the lake.

Ron

>>> Ronald Walters 7/2/2013 10:24 AM >>>

Hi Wally -

I spent last week at NIU, did 29 one-on-one interviews - all VPs, Deans, Trustees, Student leaders, Faculty Senate leadership, staff councils leadership, mayors, and a few others. Lots of issues and opportunities as you might imagine. Generally a committed but demoralized bunch. A very very bloated bureaucracy that has relegated the provost and academics to a number 3 or 4 spot, not their central mission.

I was well received, although Doug has already gotten some flack for hiring his buddy right off the bat to come in under some lucrative consulting contract that wasn't put out for bid. Has been warned that -this is Illinois politics - and it will come out under someone's freedom of information act request within a few weeks. That hasn't stopped him from bringing me in and cutting me lose, but he does have to be a bit cautious. So I've brought your name up and think it could happen a little further down the road, but he doesn't have an appetite for bringing on another at this early point.

That being said, I couldn't help but think of you as I was looking at the email trail below. Travel reimbursements may be a minor issue overall, but it came up from several I interviewed as symptomatic of how finance operates, the huge culture gap between academics and operation, and a reason why they have "astounding" turnover among mid-career faculty. The whole operations side needs to be turned upside down and rebuilt, but that will take some time. Meanwhile, I'm thinking

[REDACTED]