INTERVIEWER: Welcome to CWU's Living History Project sponsored by CWU and the CWU Retiree Association. I am Roscoe Tolman. It's December 9, 2015 and I am interviewing Jim Huckabay.

So, Jim, tell us about yourself a little bit. Where are you from and what brought you to Central?

J. HUCKABAY: Well, I was born in Washington – born in Tacoma five days after Pearl Harbor, in a practice blackout. My old man always maintained they got me mixed up with somebody else's kid in that dark hospital – probably left me with a complex and maybe that's why I am a college professor. …I don't know. The problem was I looked just like him so he couldn't carry that too far.

I went to school in a lot of places.

I started my higher education at Boise Junior College. I grew up in Washington, but ended up my senior year of high school in Boise. I went to Boise Junior College, then joined the air force to take a look at the 1960s world – at a time when things were getting a little dicey. After I got out of the service, I went to work for KRMA-TV, the public TV station in Denver, did a bachelor's degree at the University of Colorado in Denver, got a master's degree at the University of Colorado in Boulder and somehow the University of Kansas came up with some money to keep me in school.

I wanted to teach in public school, but you couldn't teach with a geography degree – to be a public school teacher, you would get the teaching certificate and just teach general social studies. It was interesting, but the public school thing – the education classes at that time and at that school just discouraged me from wanting to do public school education. So I decided I would carry on, do a Ph.D., and teach at the college level, which I did. I ended up going to the University of Kansas and taught at the University of Colorado for a number of years.

INTERVIEWER: In Boulder?
J. HUCKABAY: Some in Boulder, but I was based at the Denver campus. That was fun. I really enjoyed that part of my career. We were in a really tight time economically all over the country. This would have been probably mid to late '70s – latter part of the '70s. And I looked at my salary one year.

I... was distinguished professor in several areas – one of the distinguished junior profs – and got the highest raise given in the college, which meant my salary was bumped up about $300, and my supplies for the year were a stack of... a box of pencils and a stack of Mimeo Masters. Anything else I needed, I had to buy that myself, and much as I love teaching and doing all of that, I thought, okay, I can do something else.

So I started a consulting business. I did a lot of work running meteorological networks for some of the oil shale companies and was a TV weatherman in Denver for a few years. My Ph.D. was in geography, but that University of Kansas department was the department of geography and meteorology, so I ended up with a meteorology Ph.D. along with my geography, lots of math and physics, all that stuff. I really loved that and did that for a number of years.

Actually, I then had an opportunity to move to a different market – Salt Lake – as a TV weatherman, but didn't really want to do that. So I stayed, worked my consulting stuff. That was fun. I enjoyed that.

At some point I started feeling like I needed to come back to the Northwest. By the early 90s, I had lived in Colorado (Denver area, north, south, east, west, all around, just centered around Denver) through 30 some years. So I did a tour in '93, summer of '93, and when I stepped on the campus here, I knew this was where I was going to start teaching again.

INTERVIEWER: So you came here from not being in academia?

J. HUCKABAY: Yeah, I hadn't been in academia for a few years. I taught classes and had a lot of workshops. I had a training program, a commercial training program that I did. A lot of teaching, but not full-time.
INTERVIEWER: And what was your job title here when you got here?

J. HUCKABAY: When I came, I was a walk-on and so I started as an adjunct. I was an adjunct instructor in geography. John Ressler needed some help and...

INTERVIEWER: So you didn't come here for an interview. You came here and saw the campus and liked it and decided to stay?

J. HUCKABAY: Well, I came and I hadn't even seen a pamphlet – knew nothing about Central. I did call the college secretary because a college secretary knows everything, of course.

INTERVIEWER: Sure.

J. HUCKABAY: I asked her to tell me about the geography department during that time and she told me about the department and I contacted John Ressler. He said well we might be looking for someone and I moved. I just moved out here in fall of '93 and met with John and met with the geographers and they had a class they wanted me to teach, so I started teaching in the winter of '94.

During that quarter, I discovered they needed some help over in the communication department, so I went over there because I had done a little communication work. My bachelor's degree was in speech and dramatics and geography. I had been doing a lot of talks, had worked as a TV weatherman for years. In that racket, you learn how to do a three minute talk and I figured I could still put a lecture together and I knew about communication because I spent a lot of time studying communication. So they hired me in the communication department to teach business and professional speaking and intercultural communication, which is the perfect class for a geographer to be teaching – I had been traveling and had worked with a lot of cultures at that time.

So by the end of spring quarter '94, I had almost a full slate of classes as an adjunct in geography and communication. And that went so well that by the next year I really had all the classes I needed in both departments.

Of course, as an adjunct, it's all piece work. That was fine with
me. I was making more money than I had made the couple of years before I decided to come back to the Northwest anyway. And then my chair in geography, Ken Hammond, went to the deans of both colleges, since the two departments were in different colleges and tried to work out something where I could have a half time appointment (tenure track appointment) in each of the two colleges and they played around with it and messed with it. They couldn't really ever quite make it work. It was just too different from what was normally done, too much outside the box. That was fine with me.

So I taught for another year and then a position opened in geography, a tenure track position, and I got into the interview sequence and I think it came down to me and some guy who really knew what he was doing and somehow they opted to hire me. Because of my past experience and teaching at the University of Colorado and so on, Ann Denman, who was the dean at the time, brought me on as an associate professor without tenure. I was going to have to wait and work for tenure, which I did and was glad to do that. Then at some point after two or three years, I was one of the first and maybe one of the only faculty who was ever promoted to full professor without tenure.

INTERVIEWER: I never heard of that.

J. HUCKABAY: No, nobody had ever heard of it, but the provost at the time thought that I deserved to be promoted and maybe he was looking at my hair getting whiter and whiter all the time. I really don't know. It was an unusual thing, but I was promoted to full professor and a year later I got tenure, and so all of a sudden I was no longer a walk on. I was a full member of the faculty.

Of course, the main thing I guess when I look back on it, was that I always thought I was a full part of the faculty. It doesn't matter. My perspective when I was chair of geography (and now I am filling in as chair of the Law and Justice Department) is that non tenure track or adjunct folks are as important as everyone else when they are in the classroom or on staff. I had always worked on committees and did whatever I could do to try to make student's lives better and work with students and work with faculty. I just came to have a good time, I think, and ultimately they decided they would give me tenure so they couldn't get rid of me.
INTERVIEWER: And you had a good time I take it?

J. HUCKABAY: I have had a great time.

INTERVIEWER: Good.

J. HUCKABAY: Had its moments.

INTERVIEWER: And when did you retire?

J. HUCKABAY: I retired in June of 2012; interesting to be in a different century. My grandfather used to talk about what he and my grandmother were doing back in aught and five and aught and six and now when I talk to my grandkids I can talk about what we were doing in aught and two and aught and three, sort of interesting to see the looks on their faces.

INTERVIEWER: And now you are working again?

J. HUCKABAY: Well, fine... I was... after I retired, the faculty senate needed some help with their legislative outreach. The person who had been the legislative liaison had retired suddenly and they had needed some help. I had done that for eight years during my time as a professor in the geography department. So for a couple of years I did contracts – the first two years after I retired – then I finished that.

We found somebody for that position who was a working faculty. Much as I love working with legislators and as much as I love good argument about the value of higher ed (I mean argument in the sense of you make your argument, I will make mine – not argument the way we so often think about it these days), but as much as I enjoyed that liaison position, it needed to be somebody with a dog in the fight. So I quit doing that and turned it over to somebody who has been great.

Then this summer, COTS dean, Kirk Johnson, who was just getting ready to retire, asked me if I would be willing to serve as interim chair of the law and justice department. They needed some help and the chair had just resigned. We talked about it a little bit, and they needed help with things that I had experience doing. It looked like facilitation work, and I have done that for a
number of years now around the State working with businesses and agencies and others trying to guide them to finding solutions to things they couldn't quite solve. So finally I said sure. Of course, it's a contract, so he's paying me. What can I say?

INTERVIEWER: That's right.

J. HUCKABAY: So, yeah, I am working through this year to help these guys get ready for a strong future. We are doing a search for a permanent chair – a nationwide search – and I think we will have some really good candidates.

INTERVIEWER: So you have had a variety of experience both before you got here and here as well.

J. HUCKABAY: Yeah. I joke about it sometimes. It's not really a joke, but I make a joke of it, that one of these days I will figure out what I am going to do when I grow up. I write this outdoor column. I wrote a weekly outdoor column for years in Colorado. I started that again here in Ellensburg I will just this week send in number 879.

INTERVIEWER: To the Daily Record.

J. HUCKABAY: To the Daily Record. That's 879 Fridays in a row.

INTERVIEWER: Wow.

J. HUCKABAY: Unless a Friday falls on Christmas or something, as it does this year. So yeah, I like doing a lot of writing and I own, with my wife, a little publishing company and we publish family stories and that sort of thing.

INTERVIEWER: Did you self-publish your book? Yes, I self-published, but with my little publishing company which is now a real business, so all of a sudden we are official. We have web pages and couple or three books we are working on, so, yeah, there's no shortage of stuff to do.

INTERVIEWER: Well, that's good. And you had a variety of experiences. Besides the people you mentioned, Ken Hammond and some of the others, are there other people on
campus that you worked with that have been influential?

J. HUCKABAY: Well, you know, it's amazing, really, that a little school like Central Washington University would have the worldwide coverage among our faculty that we have, and a lot of people, obviously, with whom I have worked are people who are now retired: Marty Kaatz, of course, Ken Hammond I mentioned, George Macinko. I mentioned John Ressler. Morris Uebelacker, one of the finest story tellers and teachers – maybe the finest – I have ever known in my life, had to medically retire here a few years ago, but is doing pretty well. Nancy Hultquist is still a special friend. Think about the secretaries and the staff people I have been able to work with and certainly people like Marilyn Mason made it possible for a lot of us to do our jobs.

I am working with a young man now who is a senior secretary in law and justice and I am amazed at the quality of his work, Michael Hanscom is his name, and he's obviously fairly young, compared to me anyway. He's just finished up a master's degree so we will see what he does now. But he certainly would live up to my old man's expectations of whatever job you are going to do it to the best of your ability and find enjoyment in every moment of it and then at some point if you find something else, go do that, but in the meantime make the most of what you have got and enjoy it. These are all people who did that...

INTERVIEWER: Have there been any particular problems that you encountered?

J. HUCKABAY: Well, you know, I have worked in many fields. I was in the military. I worked in TV broadcasting, radio broadcasting; was a TV and radio weatherman for years; worked with a lot of people, worked in newsrooms, had a consulting business, worked with a lot of consulting organizations, worked with a lot of oil company people and energy company people, (putting together programs for them), worked with a lot of agency folks down through the years. You find people wherever you are who just can't help trying to bully those around them. They will have all kinds of reasons for why they have to do that; to make certain they are doing their job or whatever their reason might be.

Invariably to me it just seems there are people who are unsure
enough about their own abilities that they are just (at some deep level) afraid that someone will find out they don't know what they want them to think they know. When you are in that sort of position you are almost always on the offensive and that comes out as bullying or picking on people or whatever. So I could name three or four instances of dealing with folks like that. That's okay.

INTERVIEWER: It's part of life.

J. HUCKABAY: You just have to deal with them. In this facilitation work that I do, I work with the Coordinated Resource Management Task Group in Washington and around the Northwest. We do trainings in things like dealing with difficult people or getting through difficult times and, at the end of it all, you just do it. You can't get caught up in it. Sometimes you come out with no scars and sometimes you come out with a few scars, but whatever it is, it makes you who you are.

INTERVIEWER: What's your overall impression of the students and the administration?

J. HUCKABAY: Well, students are great. We have had time periods when students I didn't think were very well prepared. There was a time early on when I started when I was doing the communication classes that the same grammatical errors, there were like four or five of them actually, showed up class after class after class and these were things that were not caught by their public school teachers. And so one time I had a class where nobody could spell a couple of words and they kept using a couple words in the wrong context – you know, here versus hear, their versus there – and so I finally... I said okay here's the deal, everybody stand up. We are going to march over to the education school and you are going to demand that your teachers be refunded some of their money because somewhere they missed something. We never really had to get out of the room, but they began to realize I was quite serious about them picking up their game a little bit. They were smart. They figured it out.

Today's students have very different views of the world. And when I say that, I'm not sure that's even true. They have a different set of tools that they use to access the world. Does that
mean they have a different view of the world? Do our tools give us a different view of the world? Do we have a different view of the world if we drive a sports car or pickup? Do we drive a sports car or pickup because we have a different view of the world?

So when it comes to students, is it the technology? Is it the permission society has given them to use their gaming all the time that has somehow changed them or is this just a whole different way of communicating? And so for me, it's a fascinating opportunity to sort of get into people's minds and try to understand them. It's a cultural shift. It's not unlike when I was in Japan or South Korea in the military trying to understand those cultures: Why do we do this? Why don't we do this?

So in terms of the ability of students, I think they have a lot of ability. I don't see a lot of change. Some students – it's just human nature – some students come here ready to knock out straight A’s and absorb whatever you offer them, whatever you sit in front of them, and then they take it somewhere you never thought about. Then other students you send to the writing center or math center or find extra help or spend extra time with them because they are good humans. They just somehow didn't get something they needed to make the connections we want them to make.

Overall from time to time, students suddenly on campus would become much more conservative or much more liberal or whatever, but their abilities, I.Q., interest in higher ed, it would be accessed differently, expressed differently, but I can't honestly say I thought there was a huge difference; students today are worse, students then were better… Nah, it's just a little different way of accessing.

I talk to my grandkids; I have to find a different way of communicating with them because of the pop culture things they know. That's their world. When I make up a story or tell a story about someone like Marilyn Monroe or Elizabeth Taylor, they don't know who I am talking about. I have to switch it over to Taylor Swift or somebody in this group. So, no, I don't have a lot of criticism of students other than, you know, they have to find their way, and it's really our job to help. It's not to crack a whip. It's just to open a door and say here it is and here's how you can
INTERVIEWER: How do you feel about the administration?

J. HUCKABAY: Oh, yes that was in there, too wasn't it?

INTERVIEWER: That's in there, too.

J. HUCKABAY: Well, when I first came here, there was a lot of consternation across campus. Ivory Nelson was our president and I met with him a couple of times. I liked him, but he had a pretty clipped view of faculty and their role and so on. And he had a very interesting view of his role as a leader.

Take a look at Ivory Nelson's portrait in Barge, in the Big House... (We always, I don't know why, but we always refer to Barge as the Big House... If you are in trouble, you have to go to the big house.) Anyhow, if you look his portrait, that tapestry or the painting behind him has the words “the penalty of leadership” scattered around it.

One of the things I did and I had started this before I became a tenure track prof because it interested me so much, I wanted to understand the core values of faculty, staff, administration, students and the community. And so I rounded up money, scrounged money, found people to help, got students, whatever to put together a values study of all of those groups and included in that was a... (I am making this number up because I don't remember exactly) something in the order of 150 one-hour interviews with people from all of these different groups, interviews which got to core values. It was a Kluckhohn Values Orientation Study. Florence Kluckhohn and her husband had put together a series of questions, 25, 26 questions, that could be asked in any culture and would provide a picture of the core values of that culture.

An example would be like... consider that there are several ways that life would be ordered. You might be living under the total control of some greater power. You might be living in balance with that. You might be in charge of your own destiny and there were several terms and genre, if you will, for these things. But questions might be something like: You are a farmer and the weather has just killed all of your cows. Where do you turn for
help? And the answers might be: to my family, or I would go try to find somebody who could help me buy more cows, or I just would keep it a secret. You know, those kinds of answers. You take 25, 26 of those sorts of questions, and you get a picture of someone’s core values. Is the community more important than family or is it more important that you be independent and make your own decisions and so on.

So Ivory Nelson was one of the people that we interviewed, and it was very interesting. His view, which was not reflective of a lot of the administration, seemed to be quite compatible with his expressed view; he often spoke about how, if you are going to be a real leader, then there are penalties. People are not going to like you. It was an expectation. It was reflective of some core value.

And there were things like how should decisions be made? Should we make decisions collaboratively with consensus? Well, most of the faculty in the study, really clearly thought decisions should be made with consensus in a collaborative way. Their view showed up in the part of our study asking how would the administration see you or how would you see the administration? Well, to faculty, the administration was very much hierarchical. They would just make the decision and throw it down on you. There was no collaboration.

Well, the administrators themselves, valued collaboratively coming to a decision. The breakdown was they collaboratively decided what needed to happen, but then they handed it to the faculty who had no input and no knowledge of this, so it looked very hierarchical coming down from the admin. Yet, administrators couldn't understand the consternation of faculty because, you know, we all worked together really hard on that.

So right about at the time we completed that study, Ivory Nelson went back east to be president of a college there. We had an interim president for a short time and he was interested in the study I had done, and we spent some time with him. Then Jerilyn McIntyre came in and when Jerilyn looked at the study (I spent quite a bit time going through it), she said this can't work and made some changes. She said let's put people back and forth on committees so that everybody knows how this all works. Let's make sure we have the shared governance that we talk
about all the time. So I don't have a lot of heartburn about various administrations.

I have a lot of friends who can't find a good word to say, but frankly I have been around long enough to see that everybody has a job to do and each does it the best they can. I have seen a lot of efforts to try to get us all in the same life boat.

Gaudino, our president now, came in at a tough time. He's instituted this RCM stuff and some other things that people were not really thrilled about and may never be. But the bottom line is that it is slowly happening and he seems really committed to it... and I am basing this on some recent changes... to try to get more people truly involved in the process – people who he might have believed a couple years ago were involved in the process, but found out they really weren't.

I think now with more collaborative work and more discussion and more real serious workshops on how we are going to deal with resources in this responsibility center management tool. I think that we have a chance to make it all work, and I have a lot of respect for him. I have talked to him quite a bit.

I really liked our provost, Marilyn Levine. She could be a bit challenging to work with... but I was very fond of her and whenever I got her to commit to something, I could take it to the bank. In my life that's been one of my biggest tests of people. When I was chair of geography, when I was chair of ADCO, when I was working on faculty senate or working on a grant or trying to create my values study, my big test was if I go to somebody and say I need some help and they commit to help, can I count on them? And I don't think I have ever had anybody in the administration here that didn't follow through

INTERVIEWER: Good.

J. HUCKABAY: on things that I had an agreement. Yeah, sometimes I really had to work to pin them down because a lot of times it's really easy to say let me think about it, let me get back to you. No. So you get an agreement. I found them to be pretty much honorable human beings and I have enjoyed generally working with the administration. We all have frustrations because everybody has different jobs and we don't always see
what everybody else's job is.

INTERVIEWER: What have you enjoyed most here?

J. HUCKABAY: Students, students and certain faculty, certain faculty. I mean, there are... you know, I could single out Morris Uebelacker who is retired now, just a joy to be around, always a joy in the classroom, I love how he interacted with students, always sincerely and seriously interested in their well-being and so on.

Todd Schaefer, who is still one of the chairs here on campus, he's sort of one of these self-effacing guys who will tell you that well, you know, we just have a job to do, I just do this job, but he understands being a chair. He's a great mentor, way too liberal for my tastes, but on the other hand we can have really honest discussions and come out of it laughing and having a good time. He's just one of my favorite people to be around. And Steve Hackenberger, another faculty person I always look forward to seeing.

So the faculty and students by all means, it's always so much fun when you run into a student somewhere or the parent of a student who will tell you that well, you know, we just have a job to do, I just do this job, but he understands being a chair. He's a great mentor, way too liberal for my tastes, but on the other hand we can have really honest discussions and come out of it laughing and having a good time. He's just one of my favorite people to be around. And Steve Hackenberger, another faculty person I always look forward to seeing.

INTERVIEWER: How do you feel about the relationship between the university and the community?

J. HUCKABAY: Well, this has always been sort of a difficult one for me honestly because I have been very active in the community since I got here. I wrote a column for two years for the old Ellensburg weekly. It wasn't old then. It was brand new in the mid '90s and then after that the paper folded and then a couple years later the Daily Record said would you like to start
writing a column for us? I suppose I have done a thousand plus columns in Ellensburg, that's a lot of words about paradise, but the point that I want to make is I have – almost from the beginning – have worked with the community.

I grew up in east Wenatchee, ranchers, farmers; my family had ranchers in them. My old man was a laborer and went to work when he was ten years old because his father died. Smartest guy I ever knew, wonderful writer, very wise, couldn't spell worth a hoot. His grammar was terrible, but if you would just read what he wrote, it was the most beautiful stuff you ever read. I learned from him very early on that education does not equal intelligence. Sadly a lot of my colleagues – It's this adjunct tenure stuff that comes up – well he or she is an adjunct, has a master's degree for crying out loud. We can't let them into really important classes. Give me a break.

So anyway, what I learned from him was education is just a union card you get so you can do other stuff. I was the first one in my family as far back as I can find to finish high school. And I went on to a Ph.D. One of our graduating students once spoke at our end-of-year party. He had just gotten an award. He was a character and had a couple classes with me, although he wasn't one of my primary student advisees. Still, he knew all of us and had taken classes. He said okay, I am going to give a little speech and he went down the line of all of the faculty and his perception of them.

Professor so and so got a Ph.D. so he could be boss and nobody could back talk to him in class. Professor so and so got a Ph.D. because he just has to be in charge. Professor so and so got a Ph.D. because he needs to feel important. Professor so and so, da, da, da, da and then he got to me and he said Huckabay got a Ph.D. because he wanted to teach and it was a ticket into the classroom so he could have some fun with us, and I have always treasured that

INTERVIEWER: Feel good?

J. HUCKABAY: comment.

INTERVIEWER: You bet.
J. HUCKABAY: And I think that probably accurately sums up why I just stayed in school. I often joke that I am a classic example of the human being educated way beyond his intelligence. You stay in school and they gave you that stuff. Now, I did all right. I had good grades and knew what I was doing and had to understand math and physics pretty well to get a Ph.D. in meteorology, but you know, it's just education. It's not intelligence and that shouldn't be confused.

INTERVIEWER: Do you think the university and the community have good relations?

J. HUCKABAY: I think that it's better. I think Gaudino is really reaching out. As I said before I have always been part of the community. I worked with ranchers. I was one of the founding members of big game management round table, which is 50 stakeholders in the valley trying to solve wildlife damage issues on ag ground and we had ranchers and feed store owners and all kinds of people involved in this and sportsmen of all kinds. So I have always just felt like I belonged, but I still hear some faculty talking about feeling uncomfortable. I hear students talking about feeling uncomfortable when they go downtown.

I think it's better. I think moving some of our offices downtown so we are more mingling a little bit, interacting. I really like what Carolyn Honeycutt has done with the downtown association – reaching out to the university, bringing the university into a lot of downtown activities for women and for couples and for families… so I have hope that it's better.

I think frankly you can never really totally solve that problem just because there is always something about us humans that we are most comfortable in our own family and how we define our family, for some people it's all Ph.D.s, for some people it's all those of us who dig in the ground to make sure the pipes go in right, for other people it's those of us who make our living off cows or hay, for others it's all of those of us who are in the public schools. And so it... it's forever going to be a challenge to get every group to feel totally comfortable with every other group. It's just not going to happen.

I mean, my goodness, look at the world now, the huge
challenges we are faced with, all of these poor folks, most of them Muslims, but not all of them Muslims, who are being driven out of Syria and other places in the Middle East and other places in Asia trying to find new homes and figure out how they can be incorporated. People have an expectation they can just come in right now and start fitting right in. It's impossible. You just can't do it, so we just try to stay as polite and as courteous as possible, support people in becoming who they came to the planet to be. That's our job here at the university. That's our only job, open the door so students can find who they came to this planet to be.

INTERVIEWER: Yeah. Obviously you have other interests outside the university.

J. HUCKABAY: I might have.

INTERVIEWER: This area you obviously are very involved in the outdoor pursuits, hunting, fishing, keeping the rest of us informed about what's going on. Pretty nice area, isn't it?

J. HUCKABAY: It's a great area. I refer to it as paradise a lot and that's sort of joking, but at the same time it's a nice affirmation. I mean, there are not very many places in the world where you can sit in one spot and be within a couple hours of salt water, of the desert, or of the high mountains. I mean, it's pretty remarkable.

INTERVIEWER: Salt water, great river.

J. HUCKABAY: Yeah, beautiful.

INTERVIEWER: Wonderful lakes.

J. HUCKABAY: Yeah.

INTERVIEWER: Yeah, it's a nice place.

J. HUCKABAY: Yeah.

INTERVIEWER: Anything else you would like to add?

J. HUCKABAY: No, I don't know what I would add. It's been a
good run. I enjoy it. I like the people. I like the challenges.

INTERVIEWER: Well, it's obvious you enjoy the area or you wouldn't write the column and you wouldn't keep involved in the community like you do.

J. HUCKABAY: Yeah.

INTERVIEWER: That concludes our interview. I appreciate your time and good to visit with you.

J. HUCKABAY: Thanks for letting me come play.

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