

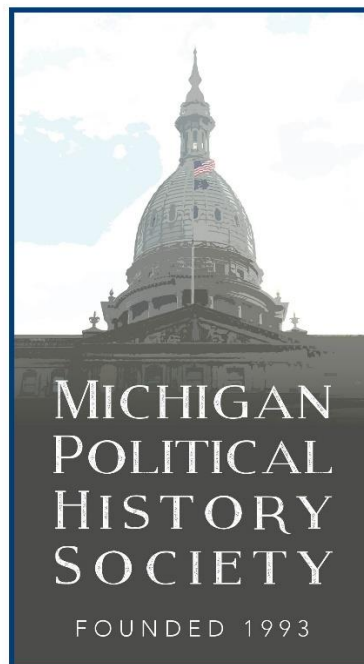
GOVERNOR JAMES J. BLANCHARD

Interviewed by

Bob Kolt

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BOOK ONE: BEGINNINGS

Q: How did you get involved in politics?

A: You know I started late in life, 10 years old. Our family talked politics and I just had a real interest in it. And in 1952, my parents were divorced and my mother's brother, my uncle was at the Democratic Convention in Chicago and I was really intrigued by the fact that he was there, the convention was on the radio, he was supporting Estes Kefauver for president. My mother was for Adlai Stevenson, I couldn't figure out why my mother was different than her favorite brother. It all intrigued me and so when we were in Florida at the time and when we got back to Ferndale, Michigan where I grew up. I started going into these campaign headquarters and collecting bumper stickers and buttons and I remember I used to go to Republican Headquarters and the Democratic Headquarters almost every day to see what kind of gadgets and stickers they had.

At one point, a gentleman in the back room with a big cigar wearing a hat, this is 1952, said to me, "Hey kid, how would you like to earn a little bit of money by handing out leaflets?" And I said, "Sure." And I got one of my neighbor friends Gary Knight who is still a dear friend, and they drove us around in a car and we ran door to door putting leaflets on doors. This is 1952.

For 25 cents an hour which was, I would have probably done it for nothing, but I just caught the bug and it was for Adlai Stevenson for President, G. Mennen Williams for governor. And what was exciting was years later I lived to not only meet Adlai Stevenson on the boardwalk in Atlantic City and tell him, I had worked on his campaign when I was 10 but to be sworn in as governor by G. Mennen Soapy Williams. It was just really I just always had an interest in government and politics whether it was at Ferndale High or Michigan State, always interested in foreign affairs interested in what makes the world go round, what makes things thick? How do you change things? How do you build a better world?

And also it's a people business, it's a service business and you have to like people to go into politics.

I rarely met anyone I didn't like and I think again that's good for politics, but in terms of my early political years working with Frank Kelley was a fabulous opportunity, working with Sander Levin, I was one of his field directors. There are a lot of different people I've met, and becoming an assistant AG in Michigan, you get to learn all about the structure of government what's going on. Frank Kelley gave me that great opportunity. Sandy Levin had utilized my organizational skills for his campaign for governor in 1970. And I still stay in touch with Frank Kelley of course.

And I see a lot of Sander Levin because we spent a lot of time in Washington and Sandy is still a really, really active member of Congress. Still going strong after 40 years, it's pretty amazing. But I've had a chance to meet and work with a lot of different people, whether it was Richard Nixon or Tip O'Neill or of course one of my favorites Bill Clinton. I've had a really an arm chair to histories I feel very lucky.

Q: How did you decide to run for office?

A: Initially, I wanted to be a baseball player and of course I figured out I wasn't that good at one point, coaches made that clear. Secondly, that I wanted to be a sports announcer I thought that would really be good I'd still love to do that actually but I just took a liking. My other interests was politics world affairs and in school, in elementary school I would get voted to be president of the class and it was

because I think I remembered everybody's name and had time for them. And the same in high school and student council in fact I remembered the basketball coach said to me, "You could be a really good manager, I was a manager for all the basketball team, and we were the state champs eventually, but said, "Your real career is student government," and the coach tells you, "Your real career is student government." You listen.

And he said, "You should run for the president of student council you'll run and you'll win it'll change your life." This was a coach Roy Burkhart and it did. And you know I realized that I could do more than just follow politics and help others, which I enjoyed doing, but I could run myself. And the same was true at Michigan State, I was class president, got to know all the university officials but I was working on campaigns. I'm one of those, and I think Bill Clinton was the same way, although I would not want to compare myself to him too much but we had a lot in common.

I enjoyed helping other candidates, other people who run for office. There are people who run who don't seem to have any time to help anybody else. But I loved working for Frank Kelly and both as a lawyer and on his campaigns, I loved working for Sandy Levin, helping him. I still like helping young candidates today involved with them, I've been involved of course with Bill Clinton's career, John Kerry's career, Walter Mondale's career. I really enjoy it. So I don't have to run myself but I will tell you it's not as frustrating.

When you're helping other candidates and they don't listen to you, you feel they're not doing the right thing. It's very frustrating. But when you're the candidate and you pick the team, you design the campaign, you determine the issues, you don't have anybody to blame but yourself. And I will tell you whatever mistakes I've made in my career were all self-inflicted, they were not visited upon me by others.

I mean and I have been very lucky, I might add. All I ever wanted to be was a U.S. congressman, as a young man. I thought when I wasn't going to be a professional athlete or maybe even a sports announcer, my thoughts focused on being a United States congressman from the area that I grew up Ferndale, Pleasant Ridge. And to achieve that, I was nominated at 31 years old to be elected at 32 was probably the most exciting moment of my life other than getting married, would be being elected to achieve my lifelong goal at 32 years old was an experience I still remember. What a thrill. And it was a goal from maybe the time I was 14 until I was 32 to be a congressman, and it was an exciting time to go to Washington. People got along. Oh there were battles, but I got to know all these people that had been there forever, Hubert Humphrey and Tip O'Neill and Carl Albert, all these different people. I remember meeting John Sparkman he was senator from Alabama who'd run with Stevenson as vice president. So I started meeting all these people I'd read about in grade school and high school and all.

So just to have an arm chair to history was exciting and then get involved in key issues as I did with The New York City rescue, the Chrysler rescue, things that meant a lot to people, their jobs, their future to play a role in that and to work with others who are playing a role, it's been for me a very exciting time and it's the people and the issues that really make the difference. And a lot of the presidential campaigns I worked on were fascinating. And of course one of my favorites was Bill Clinton, getting to know him and working with him as I still do today. He was the best that I saw in terms of retail politician as well as understanding issues, and having an incredible inner reserve. I never seen anything like it, never seen anything like it and it was a thrill to be part of his team.

Q: What attracted you to politics?

A: Well, I think it was the idea of creating things, for example when I was governor, we create the Office of Great Lakes. You'd think that would be a no-brainer in the Great Lakes State with the importance of the lakes being 95% of surface freshwater of America, being beautiful defining our very psyche. Yet, there was no department or no Office of Great Lakes to create that, or to the Michigan Youth Corps. We put 25,000 kids to work the first summer I was governor, out doing public service, 25,000, 60,000 applied for a program that our critics said no one was interested, well they were more than interested.

Or a Michigan Education Trust, a wonderful prepaid tuition program, to this day is the best bargain anyone in Michigan could have had to help education. It's creating things. It's being involved in the major events of our time. When I went to Congress, I was on the Banking Committee and one of the first big issues was the New York City was failing, they were going bankrupt. And everyone said let them go bankrupt, they're no good, we don't like them, they live the wrong way. The unions have too much power, the ethnic groups they're too important. The hell with New York and a lot of us worked on it.

I worked with people like Lud Ashley, a congressman from Ohio. Hugh Carey the governor of New York, different people. We said, that's ridiculous. This is the largest city in America, it's really important, it's a beacon to the world, it's where the Statue of Liberty is, we're not going to let them go bankrupt. This is ridiculous.

And of course we worked on a loan guarantee program for New York and I was a minor player, but I was right there next to the chairman handling it, and saw how this all could work. And it was not something I want to write home in Michigan about I might add helping New York, but it worked. We got the guarantee through, it worked, today New York is thriving like never before. But that gave me a road map when Chrysler ran into trouble, and all those people from the eastern seaboard who I helped in supporting New York City were there to help us when Chrysler ran into trouble.

So what comes around goes around as they say or what goes around comes around and those it's helping people, it's shaping events. People make a difference. Government makes a difference. Today that's why all government can't do anything. No, that's not true at all. When men and women of goodwill put their mind to it they can do a lot of good things. Government can be part of a solution, sometimes it's not but I've seen it work and that's why I'm an optimist, that's why I ran for governor, why I was proud to serve as ambassador and why I like to help people who are running for office who believe as I do.

Q: What is it that makes you love Michigan State University?

When I was young, my parents went to Ohio State, it's a well-kept secret. They moved to Detroit during the Depression and worked in defense industries my father did, and they were Ohio State fanatics and they had the football game on the radio. And Ohio State was playing Michigan State and I couldn't understand why they didn't root for the home team. Michigan State won and I just kind of adopted them, and I convinced my sister when she was going to college, my older sister, to go to MSU, I want to go there because of football and I thought it was a beautiful campus. Ivy League all that stuff never even dawned on me nor would it. So what a thrill, I love the place, it was beautiful, I got involved in student government and was class president. Stayed involved with MSU all these years it was fun of course as

governor to be the first Spartan governor actually. There had not been one and it was fun when I was ambassador to bring Bill Clinton there for a commencement. And then the prime minister of Canada Jean Chrétien for commencement.

So we stayed involved, still have season tickets, but I must say that the thing I really love there was also the history professors. I had wonderful history in political science and economics professors. And if I had another career it probably would like to be a history teacher, and I just loved my professors there. Madison Kuhn, Jon Harrison, Marjorie Gesner, Fred Williams. I can remember them now those are at least four. I got a fabulous education and it set me on my way and I continue to read history almost every night.

Well, I try to conceal the fact that I won the tree sitting contest as class president. We had a tree sitting contest and I won't bore you with that. But just the other day Cecil Mackey reminded me that he had given me a photograph of myself sitting in a tree. Fondest memories were just every day, I mean I loved it there, enough that I stayed and got a master's in business. I loved it every day. One memory which is very sad was the assassination of President Kennedy and all of us were just in love with the new president and he obviously shaped a lot of people in my generation in terms of public service, not just Democrats but Republicans. And he really motivated all of us to want to serve in any capacity we could. So that, that still is imprinted on my mind because we were planning a football game that Saturday and this occurred on Friday. But other than that very sad memory which anyone my age knows where they were, it was just the fact that I thought I was getting a really good education. For me, it turned out to be great political training. It was the people, it was the courses I took, the beauty of the campus and we used to say that without a doubt MSU had the most beautiful girls. Now, I guess we would say women, but we were boys and they were girls. It was really an incredible time it was the early '60's. It was fabulous and everyone that I worked with I still stay in touch with a lot of my fraternity brothers at Delta Tau Delta, I think they would concur with what I've said.

It's your roots, I mean I think most people love where they went to the undergraduate education. So it's more than sports, it's the roots, it's the people, it's the memories. In the case of MSU, it's a beautiful campus.

I had never planned on being governor, I just wanted to be a US congressman as a young man and enjoyed serving in Congress. But when I decide to run for governor which was I decided, if I was ever going to do anything else in my career after the Chrysler Loan Guarantee, it would be to go back and be governor of my home state which was in deep, deep economic trouble.

But one attraction was we would be back there near East Lansing near MSU and we could be involved in all the activities there. Because leaving Washington is hard, there's so much going on there, it's an exciting town and it's a lot more exciting in Lansing, but Lansing is full of good people and when you have MSU there it's a tremendous asset and it was a drawing card for me to go back to be Governor.

BOOK TWO: PUBLIC SERVICE

Early positions in State Government:

Right after I received my master's in business at MSU for the summer, I was an intern in the Secretary of State's office. The Secretary of State was James M. Hare. He was an institution, he'd been around a long time, he was a good guy and I was assigned to be kind of a gopher, a runner, at the elections division and I worked with Bernie Apol who was a fabulous public servant. He took a great interest in my career and was really a wonderful person, he ran the Elections Division for many, many years and he was succeeded by Chris Thomas.

But I couldn't practice law there and I helped conduct recounts which are really interesting and once conducted a recount in St. Clair County in Port Huron where the actual result changed because they had written when they transposed votes from the poll book to the canvass sheet. A seven got changed to a four by accident or maybe it was a nine to a seven but it changed the result, that was very sad for the guy who thought he'd won and really lost.

Anyway, so Secretary of State's office, but I couldn't practice law because in Michigan and rightly so, those who practice law must do so for the attorney general. And so Eugene Kruziki our neighbor got me an interview with Frank Kelley's people and I transferred over to Frank Kelley's office and that was a tremendous experience. We only had maybe 100 lawyers at that time, we were all are young, we tried cases you've got a lot of experience at a young age. I was trying different cases on behalf of state agencies. So I learned a lot about government and was of course interested in Frank Kelley's career, his political career as well as trying the cases.

It was a wonderful experience and I learned a lot about government, structure of government. And somewhere in there, Sander Levin who was a Senate leader decided to run for governor. He was the Democratic leader in the Senate, he was a state Senator from where I had grown up Ferndale, Pleasant Ridge. And so I went over and volunteered to help Levin at night, and started writing a memo, started doing different assignments. And eventually he said, "I want you to go up to Bay City and go to see Bob Traxler and see if you can organize Bay County I'm having an impossible time there."

I went up, we got it organized. He said now try Saginaw, go see Jerry Hart State Senator. I went up the Saginaw we got it organized, and then I went to Muskegon with Mike Cobbs and Jim Cobbs, and then Grand Rapids and then Kalamazoo. One thing led to another pretty soon organized the UP, I recruited Tom Baldini who we still is a dear friend to organize the Upper Peninsula. So pretty soon I was kind of in charge of most of the outstate areas for Sander Levin for governor. And this was in my evenings, so he convinced Frank Kelley to free me up from civil service so that I could help Levin.

And that was a big break and again and then Frank realized I could be valuable politically not just as a lawyer. And so I ended up being somewhat of an adviser to Frank although his deputy Leon Cohen was his key adviser. But I worked there with Mike Hodge who ended up being my legal adviser years later with Larry Glazer who was my legal adviser who I was privileged to appoint a circuit judge.

So a lot of this go back many years and that's the thing about public service, you need experience. With experience comes wisdom and with wisdom comes judgment. A lot of the people who are really successful start at a very young age and they work at places like the attorney general's office or in the legislature or in an agency, or they covered as a journalist, they work at it and they learn about it, and they learn from others. And I did, I learned from a lot of people I got a lot of help and very lucky. But being an assistant AG, really prepared me as much or more for being governor, as being a member of Congress so it was great.

First campaign for U.S. Congress:

I've mentioned in other interviews that I always wanted to be a member of Congress, a US congressman from about 14, 15 years old. And even in college I studied and read and prepared as if I was going to run for Congress someday. I didn't want to be governor or president or anything like that. Ambassador was something that I really had thought about as well because I liked foreign affairs, but I had no interest in being in the state legislature even though those are important positions. And I wanted to be a congressman from where I grew up, and so when I worked for Frank Kelley and Sandy Levin, I stayed in touch and got to know a lot of people in the area where I'd grown up Ferndale Pleasant Ridge, Royal Oak that area. And as luck would have it, the congressional districts got reapportioned in 1972, so all of a sudden my home area was in a district that could and should be won by a Democrat.

And so I said, "That's where I'm going to run there," and I didn't realize I was going to be able to run right away, I thought I would run there someday, but the Democrat who ran that year in this new district, Dan Cooper who was a very fine state senator lost to Robert Huber. He lost because it was a terrible year for Democrats. McGovern was on the ballot, he was getting shellacked. Busing was the big issue and Republicans and Richard Nixon wiped everybody out.

And that night, that very night, when I saw that Dan Cooper had lost I didn't think he should have lost to Huber, I decided to run. That very night, two years, but I had to plan my campaign secretly because people would have thought it was preposterous for me having just returned to that area. I was still an assistant AG when I moved to the Detroit office having returned to that area. It was preposterous that I would all of a sudden want to run for Congress two years later, having been gone to college and law school.

On the other hand, having worked with Frank Kelley having stayed in touch with people really helped me. So I began planning my campaign in assembling the best young talent in Michigan, which I'd learned by working with Kelley and with Edmund Muskie with Sandy Levin and others. And so I quietly planned this campaign, didn't surface till quite late, it was probably the best campaign I've ever run, the best focused the best organized. Of course, it turned out to be a great year the Watergate year, so I was able to unseat Robert Huber. But the team we had was fabulous. And we took a flyer and did it and now I look back I say, "What was I thinking?"

You know everybody said, "Don't you want to start at something a little lower like Pleasant Ridge City Council or State Rep?" I said to myself, "No. I want to be a congressman, this is it. It's timing, it's everything. This is the time I want to go to Congress, I want to help reform the House of Representatives. By the way, it needs reforming now again with all the money that's awash there. And so to win that election, win the primary was tough primary and the general election was the most exciting political moment in my life without a doubt, nothing will compare.

Defining Moments:

Well, I thought I was going to win from, you have to think you're going to win. I remember talking to Bill Clinton about running for president and no one thought he could win I said, "You know even if you don't win you're going to do so well that they're going to want to nominate you again," and Clinton in August of '91 said, "Well, Jim, I'm actually planning on winning." I said, "Yeah I know, I know." But at that time it looked like George Bush was unbeatable.

No, I always thought I was going to win and it just everything clicked but no one else thought we were going to win until right before we won, nobody, really. I mean, when I started out I was 31, turned 32 but 31, I probably looked about 25. People would joke with me about whether I was old enough to vote. I walked door to door for nine months and I would knock on the door, I have literature and I had people helping me, they walk with me and be across the street and we leave literature and write a note on it. People would say to me I'd say, "My name is Jim Blanchard I'm running for US Congress." Where they say, "How old are you?" I'd say, "Well I'm 31." "Oh my God. Well I guess you're too young to be corrupted."

"Well what's your experience?" "Well I've been an assistant attorney general, I work for the secretary of state, I want to go to Congress and reform the way, there's too much money in politics and I want to work on jobs and inflation and things like that." And they'd say, "I suppose you're a lawyer too." I said, "Yeah, yeah, yeah." He said, "Well you're too young to be corrupted. So I think I'll vote for you or at least I'll consider it." It was really funny, it was like at the time of Watergate era people were as we all were turned off by politics. And this went on for like nine months. And then to win the election it was just so exciting and one of the funny things about age is that when I got to Congress which was an exciting time, again a lot of new members and we were from all over the country. It's like going to college again, get to pick your committees and subjects then walking on the tunnel between the US Capitol and the Cannon office building where my office was.

And I'm walking along, and next to me is this distinguished man and I'm in a blue suit, and I'm walking along and he looks at me he starts asking, "How are you doing in this and that?" And he starts asking me questions and I said, "I'm not who you think I am." He says, "Oh my god. I thought you were one of the pages that we had, whose parents I know." And I said, "Well I'm Jim Blanchard a new member of Congress from Michigan." And he said, "Oh I'm really embarrassed." I said, "Who are you?" He said, "Well, I'm Pat Jennings former clerk of the house." And I thought, well I'm glad he's the former clerk of the house, so even though never got to know him. It's just those little things you remember, but it was an exciting time there. And a lot of the people I came to Congress with from all over the country are still good friends and so we stay in touch.

BOOK THREE: U.S. CONGRESS

Important Issues in Congress:

What's interesting is that the Vietnam War was still going on, in that spring of 1975, and people were clinging to helicopters from the embassy and President Ford was asking for more money for the war, a little more money might help and we actually voted it down. And I don't think it would have made a difference in that war but it's interesting, I was there long enough to be voting in the Vietnam War and aide Cambodia.

But the big issue that I dealt with was autos. Autos were in, does that sound familiar? Autos were in a funk, there was a downturn after the Arab oil embargo of 1973, and we were able to get an auto task force appointed. And I worked on that on my banking committee and we were worried about the health of the autos. At that time, we were worried about American Motors, eventually it became Chrysler several years later.

But in between that time, the major issue I worked on in the banking committee was the New York City rescue. And that was a huge, huge battle in Congress. And Congress enacted a loan guarantee for New York, but it was very unpopular. I mean it's a case of the Congress did the right thing but it was unpopular. And I just don't know whether that those kind of things can be done today. New York was faced with default bankruptcy and the critics said, "Let them go, they're worthless. They've lived their lives the wrong way. Who cares about New York?" On and on and on and on. It was the jokes and the animosity was pretty incredible.

But we helped with the loan guarantee, New York restructured itself and of course this very day it's thriving. For me, working on it was I really learn a lot from the members of Congress I work with, from the witnesses, the economists, the financial people, I learned a great deal and it gave me a road map when as luck would have it Chrysler ran into trouble, four years later in 1979. So I ended up playing in the house, the "key role" in Chrysler, the Chrysler rescue loan guarantee. And that probably wouldn't have happened but for the fact that I was the only Michigan member of the House Banking Committee, and I had sat through every hearing, every meeting, every negotiation on the New York City rescue.

So I had a road map and then I had the whole banking staff that was seasoned veterans helping me. So and then eventually I had really the anointment of Tip O'Neill. I kept thinking at some point they'll take the legislation away from me, let someone with more experience handle it. And Tip said, "No let Jimmy boy handle it." Of course he backed me up and having his support was very, very substantial. And having people like John Dingell as advisors was extremely helpful as well.

So that's what to my colleagues distinguished me, and that's what gave me the thought that if I ever want to do something else in politics I would have to go home and be governor in our state with our state flat on its back. And we'd worked well with labor and business and I thought we could get some coalitions going to help Michigan. So that kind of led to that.

Speaker of the House: Tip O'Neill:

Tip O'Neill became a very good friend and I became the Michigan whip which meant my job was to try to figure out and get the Michigan Democrats to vote for different bills that would come up on the calendar, and we would know on Thursday morning at a meeting what would be coming up the following week. And then try to take soundings and call our colleagues up and see how they stood and what information they needed, what the speaker's position was, what the committee chairman's position was.

And so for about four years I spent every Thursday morning as part of a small group sitting with Tip O'Neill in his office, going through our agenda and his thinking you know whether he was ruminating about Jimmy Carter or Ronald Reagan and just listening to Tip tell stories. I remember those more than the particular legislation and I remember him talking about Reagan. Today I should say in 2011, people have talked about how Tip and Reagan got along really well and they did this they did that, but I remember Tip talking about Reagan and Tip really liked Reagan personally, but he didn't really take Reagan seriously on substantive issues. He really relied more on dealing with the cabinet and the White House staff. I don't think he felt that Ronald Reagan knew that much about what they were doing. But Tip loved Ronald Reagan but I don't think he viewed him as a substantive player, which is interesting. Now Tip himself was not all that buried in issues either, but he was very substantive compared to Ronald Reagan.

When I arrived in Congress, the speaker was Carl Albert and he was a real gentleman, but in his later stages and he was a really good guy and he'd been a Rhodes Scholar he'd been everything, he was from Oklahoma. But he gave the appearance of being over the hill and weak, whereas Tip was big guy full of life, Irish Catholic from Boston could tell jokes and stories and had played a key role in Watergate along with Peter Rodino.

And so I kept thinking you know Tip should be a speaker not Carl Albert, it should be Tip, and he was majority a leader. So I asked for a meeting with him and they invited me to his office to have a sandwich with him, which was a big deal. There's 435 members of Congress and that time there were probably 250 or 260 Democrats, and so that was really exciting. I went to his office and he was eating like an egg salad sandwich and having a Coca-Cola and I said, "Tip, I know this is confidential but you really need to become speaker. Albert does not project well for us. He's older and this and that, and you know you need to maneuver him out or find a way to get him to step down or something."

And he looked at me and said, "What am I supposed to do? Jimmy, Jimmy boy?" He said, "Look, I'm a loyal guy here. He's not going to serve forever. I'm his majority leader. He's the speaker. I'm loyal. What do you think I could do about this? I can't do that. I appreciate your support but be patient, you can't change things overnight." I said, "I know but you would be so much better." I always remember that and of course what happened was at the end of the Congress, Albert announces retirement and Tip became speaker. That was a year after that launching but I was a little impatient, but mostly younger members felt the way I did that Tip would be better. We never imagined that years later Republicans would hire an actor to imitate O'Neill and make it sound like he was a bad guy. He was a great guy, everybody there knew it, including all the Republicans. He also came in for a fundraiser for me, I remember and we had a wonderful fundraiser in Michigan, Tip was my special guest, and it was overflow just as the one we had for Peter Rodino.

And I must tell you, every Irish Catholic in the entire state wanted to come, claim they were his friend, wanted a private meeting. One guy even threatened to try to hijack him when he came through the jet way out of the plane. I mean, you wouldn't believe the stories we heard and I would mention some of these names of Tip never heard of them. So now, Tip wasn't always great on meetings, on names. Good in Congress. He knew everybody's name, usually. But once Tip, this is a true story. Tip O'Neill was in the airport in Denver, he arrived there for a big speech and a fund raiser for the Democrats. And he's walking through the airport with his aides and one of them is one of my friends Mike Farrell, and Robert Redford is coming the other way, and he stops and he says, "Mr. Speaker, how are you? Bob Redford, how are you? How's it going? I really admire you and you got to sock it to those Republicans." Tip was talking to him and they're walking along and then Tip finally says, "Bob, who are you with?" He didn't know who Redford was. We laughed. We thought, obviously Tip is not going to the movies these days. In fact, Robert Redford by the way was Irish Catholic as well, so we still laugh about that. And you know it's one of the Tip's stories, there are millions of them. He is missed. And Congress could use Tip O'Neill today, they could use Ted Kennedy a lot of people like that, we really need them.

Chrysler:

Well everyone knows the autos go through cycles of downturns and prosperity and never seem to learn from either one. And I went to Congress wanting to be a congressman deal with foreign affairs and congressional reform and Great Lakes Water Quality. I didn't go to Congress to deal with autos. I used to say to my family, "If I'd want to work for the auto industry I would have gone to work for the auto industry, I wouldn't have been running for office." But as time unfolded, the industry was in trouble and

Chrysler was in deep trouble. This is 1979, I remember the day I learned confidentially they were in real trouble. It was June 21st, 1979, they were in real trouble, they were privately negotiating in Washington for some sort of help. The people in our Treasury Department didn't think they knew how bad off they really were, and they were not about to give him any grant or bailout. But they thought, maybe if it could get put together right they could do a loan guarantee, but that would have to happen with Congress and that would take a real political battle.

And I found out from Roger Altman, the Assistant Secretary Treasury that this was going on. It was not public, it didn't become public for another month, month and a half. And he basically said, "You know their only hope would be a loan guarantee. I don't know whether you could even get that through Congress. But if so it's going to be before your committee banking, so you better get ready for it."

And I had worked on the New York City rescue the New York City loan guarantee, so it had given me a road map on this, which was really important. And so I had a pretty good idea of how this could flow, but the politics or the auto industry then and even now is not well-liked in Washington, in Congress for a lot of reasons. Some deserve and some not. Some of it's just arrogance against Detroit and Michigan, some of it is the arrogance of the industry leaders over the years in fighting regulation and other things.

So we got ready for it, and the smartest thing I did was in August of '79 was to call every member of the banking committee up and tell them, "Look, you're going to read that Chrysler is in trouble. I know it sounds bad, I know helping them through federal law will be very unpopular. But whatever you do, do me a big favor, don't take a position, stay neutral. Don't take a position until we have a chance to talk, you have a chance to review what's going on, look at the facts. It's going to be more complicated than you think. But once this surfaces, the public is going to be against it and you're going to be pressured to say under no circumstances will you help Chrysler? As a favor to me don't do that. I stuck my neck out for New York. I've stuck my neck out for you guys on other things. Just stay neutral for a while."

And boy that was the smartest thing I did because when stuff hit the fan, everybody was denouncing Chrysler and saying, "There's no way we have a government bailout and Jimmy Carter didn't want to help and he was now president." But I was able to get the members of my committee to go, to support a loan guarantee, but a lot of them would never have done that had they immediately taken a position of no. They stayed neutral, we had the hearings. Iacocca, of course emerged as a great star, but at the time he was being denounced as being a guy who fought regulation, was the father of the flaming Pinto, he was not the big hero he became later. He was being viewed as a guy who had fought Washington.

As it evolved, we got it through the committee and nobody thought we could, and then we got it through the house and nobody thought we could. And the Senate resisted and resisted and resisted, William Proxmire leading the charge, but eventually the Senate went along as well after the House did, and the president signed it. And it worked and it worked for all those years. In fact, I think it would have worked indefinitely if had Chrysler not been sold off to Daimler Benz and others. But it's a real classic case of the Congress doing the right thing, doing the unpopular thing, and doing it for the right reasons, which were all those jobs that were on the line. I mean, it would have been like dropping a bomb on Detroit. Chrysler was the largest employer in Detroit, the largest employer of African-Americans in the world. The welfare, the layoffs would have been in the billions. As it turned out, Chrysler paid off the loans that were guaranteed in three years, seven years early, we took stock warrants that the taxpayers made \$180 million and it was it was a great success and really helped save our state of Michigan. But more importantly all those jobs, all those families and that's why everyone did it, it wasn't to save the Chrysler logo at all. It is ironic that after all these years they would run into

trouble again and I would end up being the only Michigan member of the Chrysler board of directors, and we're starting to do well again.

BOOK FOUR: GOVERNOR

The Decision to Run for Governor:

Well I had never aspired to being governor, I wanted to just to be a congressman and a good one. I'd been elected to four terms, I had great success with the Chrysler rescue, worked well with business and labor. And I thought if I'm ever going to do anything else in public life this would be the time to go back and be governor. We'd had 20 years of Republican governors, there hadn't been a governor, Democratic governor since 1962. I saw when Ronald Reagan was elected that it looked to me like he was going to rule the roost for a long time in Washington and there wouldn't be as many opportunities to do things for a Democrat, or for me.

And so I thought if I could really help the auto industry the way I did in Congress maybe I could do a lot in Michigan. I knew Michigan was in deep financial trouble, I knew Michigan was in deep economic trouble. And I thought that's where I should put my energies and this would be my time, if I was ever going to do anything else in politics. And so that led to my running. Now I will, you know in all candor the Democratic state chair at the time Morley Winograd, wanted very much to launch a Draft Blanchard movement but do it surreptitiously, which he did. And I basically said to him, "Look, if you're going to launch a Draft Blanchard that's fine, just don't have me or anyone who works on me connected to it, at all. And if you really get the kind of support that I would need to run then I'll look at it, but otherwise I won't because I was not interested in giving up a congressional career that I enjoyed and felt I was good at."

So he put in motion a Draft Blanchard movement even though he didn't have his fingerprints on it either. And it caught on, and I had received a lot of exposure on television in Michigan over the Chrysler battle, it was a yearlong battle and it was working. It was as close to a real draft as possible in a sense if they hadn't been able to put together a lot of support I wouldn't have run. But between grassroots Democrats, the United Auto Workers, the Jewish community, others like Suburban officials, they put together a pretty strong campaign even before I said I would explore it. So that led to it. And of course it was a time where you needed a new leader, a new face, a new deal. And I think we gave that to Michigan.

I think one of our legacies is we helped lead Michigan out of the worst recession since the Great Depression. Remember, unemployment despite what people say today in 2011, unemployment was 17, a little over 17%, the month before I was sworn in. I mean, they were dark days. Michigan had gone to Japanese banks for a loan to get through the year. Our credit rating was so low, we were tied with Puerto Rico for the worst credit rating in the nation. They were selling copies of the Houston Chronicle at the corner of 10 mile on Woodward in my hometown of Pleasant Ridge.

People were buying in the Sunday to Houston Chronicle for the want ads for jobs. I mean that's how bleak it was. The previous governor, Governor Milliken had been issuing one executive order after another cutting back on state government, cutting expenditures, cutting schools, cutting transportation, cutting universities. I mean, it was a very difficult time and I saw it as an opportunity. The time to show leadership in public office is when they really need it, it's not when things are good. I used to joke and

say anybody can be governor of Minnesota. I went to law school there because it's a state with very few problems. But if you want to take on a state like Michigan or California or some of these states with big issues, that's where careers become exciting and challenging. And of course I think we're up to the challenge but it was a tough very tough first year.

Campaign for Governor:

Well, in retrospect the campaign now I look back was relatively easy, I had a primary though, there were seven people in the primary including Bill Fitzgerald who had run before who was a good guy and strong. A number of state senators who were highly regarded but did not have a lot of support, but they were highly regarded. And so getting through the primary, I ended up with 52% of the vote with seven candidates, because I had all the firepower. Every union endorsed me, business leaders endorsed me, Lee Iacocca made a commercial, Tom Ricketts of Standard Federal Bank made a commercial. And I had the fundraising base because I'd been a congressman from Oakland County, very close to the people who generally contribute to campaigns, which are largely for Democrats in Oakland County not anywhere else.

So we had all this firepower, and so while the other Democrats are all attacking me in the primary, I didn't really respond and we won handily. And then when we emerged from the primary, the expected opponent was going to be James Brickley, a very well-liked, well-spoken lieutenant governor of William Millikens, and he was upset in the primary by Richard Headley. It was a three way race, Brooks Patterson, Richard Headley and Jim Berkley, and Headley won, we were really stunned at that. And I think that was a blessing because he was a good speaker and an energetic guy, a disciple of George Romney but had not really been through his own type campaigns like Patterson and Berkley.

And so he made some goofy remarks from time to time which we exploited. I remember at the Democratic convention in Flint the newspapers the Sunday paper published a poll it showed me 30 points ahead in August, and we ended up winning by a lot less, six or seven points and there was a third party candidate in Robert Tisch, but we led most of the way, in retrospect seemed relatively easy even though we traveled the state whenever and where we could had good media. In the end though, the only thing Headley could do is bash me negatively by saying, "If I won somehow Coleman Young would run lancing."

And he was able to cut our margin from 20 points to five or six just doing that, which shows you how racially polarized things were. Coleman Young was supporting me, the truth is we were never close. And Headley tried to exploit that, so we ran to win, expected to win and did win and then the work began. And I would say the transition was really tougher than the campaign. And that sounds crazy, but you have two months to get ready. The president has three and governor has two months to get ready. You're going to be sworn in on January 1st. You're trying to recruit a staff during Thanksgiving and Christmas and the holidays.

And I was the first Democratic governor under the new constitution. No one in the Democratic Party had served as governor in Michigan under the modern constitution, and there was no one to draw upon. No one who understood the structure of government, the powers of the governor, the appointive powers. It was just there'd been no one around. No one had worked in a governor, no, there was no Democrat who had worked in a governor's office or worked in at the highest levels of any of the 17 or 18 departments, none. And then we were deluged with resumes, we got 20,000 resumes of people

Democrats for all those 20 years wanting to serve and be part of it. And sorting that out and picking a cabinet was to try to that in 60 days was just, we never got any sleep.

And then we're faced with continued reports that the state's finances were worse than had been said, and I was called by the leader Foust of the Senate and Bobby Crim who was retiring and told the state's finances are far worse than we've publicly acknowledged and they are deteriorating by the day. So your deficit is not going to be 500 or 700 million, it's going to be over a billion it's growing. You're going to have to deal with that right away. The governor and the legislature had raised taxes during the year before but it was temporary. That expired on December 31st, and so I thought I've got to have a financial crisis council take a look at Michigan's finances, do an audit of them, which I'd call for during the campaign, and make recommendations and try to define how serious the problem is before we can proceed and they did that, and of course the report was very sobering.

Jobs, Jobs, Jobs:

"I pledge to you to take all available steps to produce, create, find and save jobs for the people of Michigan as your next governor."

Well the only real issue in Michigan was jobs and the economy, and remember our pollster saying, he'd never seen anything like it when he measured what people were concerned about. It was like 78% said jobs in the economy. He had never seen anything like that. And it was understandable if you live there as I did if you grew up there.

So during the campaign, even though the state's finances were steadily deteriorating and I would find out after the election they were far worse than I had thought. My campaign was really waged on jobs and other innovative proposals that we made. And when I was writing my speech for the Democratic convention I came up with the line, "There are three issues in this campaign: Jobs, Jobs, Jobs." And while I'm sure others have used that phrase before that I never heard anybody use it, I know they have since but that was the first time where we really pioneered commercials where we said there are three issues jobs.

And of course you have to boil down your campaign as simple messages, and the only regret I had was that after I was elected I had to deal with Michigan's finances first before we got into our jobs and economic development program. Because no one's going to invest in a state that can't pay its bills, no one's going to invest in a state that goes broke. No one wants to invest in the state with the lowest credit rating in nation that's borrowing money from Japanese banks to get through the year, which were all happening. The state was running out of cash.

So here I was, I got this report from our financial crisis council, you know in the middle of January before my state of the state message and they're telling me that we got 1.7, 1.8 billion-dollar deficit. We've got an accumulated deficit because of accounting changes that occurred and then an actual current deficit. And that doesn't sound like a lot when you're talking about our federal government or Michigan today, but in those days that was a huge shortfall. And so we had to deal with that and what we did of course we raised taxes temporarily, we did cut spending, we froze spending, we did a lot of different things and we were very unpopular.

And you know history will record that we had two state senators recalled, on the other hand this laid the foundation for our entire recovery. In fact, ultimately when I left office we had six or seven credit rating upgrades and we were double-A plus. But what's interesting about all that is that we would not ever been able to invest in universities or fix the roads or do anything without straightening out our finances. Our state treasurer Bob Bowman obviously was extremely helpful to me and I'm proud to have recruited him.

But what most people forget is that in 1984, two years later, my financial recovery program was on the ballot. Our detractors, our opponents got enough signatures to have a referendum on our plan. The plan that was very unpopular at the time, and we won that ballot 60/40, we had a major victory. So that told me that given enough time, people saw that we did the right thing. It was a shame that we lost two state senators in the meantime in recalls, but ultimately and that's the part people don't remember, this was on the ballot and we prevailed in a dramatic fashion.

In the meantime, we developed a lot of economic development programs with our Commerce Department dealing with manufacturing, advanced manufacturing, dealing with forest products, food processing, robotics, promoting tourism, a lot of different things, agriculture. And in the end after eight years, I was able to leave office with our team working with the private sector, having helped or at least presided over 650,000 net new jobs. I'm not talking about new jobs and losing jobs or jobs retained 650,000 net new jobs.

And we received the largest amount of Japanese manufacturing in America. And in 1987, the largest amount of manufacturing investment. So there were a lot of good things but the foundation was straightening out the state's finances, so we could be a helpful catalyst whether it was infrastructure or higher education or research and technology. And that's a lesson every governor needs to learn and it was a real challenge for Jennifer Granholm when she came in because she was basically left a structural deficit and was not able to deal with it until four years later. And so there was a gradual disinvestment in her first term that made it very hard for her to operate.

Recalls and Term Limits:

We had to overcome the psychology that with the Democrats in the legislature, that while we had all done the right thing, it was unpopular and therefore they ought to try to backtrack. So I spent a lot of time trying to keep the Democrats from introducing bills to eliminate our temporary income tax. Of course, most people didn't believe it was temporary, they always thought when you raise a tax it's going to be permanent but it always had a triggering mechanism to go off as unemployment went down.

And so if keeping them from trying to repeal our plan was a huge struggle, and of course the Republicans were continually waving a stick in their face saying, "See, see, see" is we only really had one Republican vote, it was enough to turn the tide in the Senate. Harry DeMaso, a very courageous to this day my dear friend from Battle Creek. So dealing with that well we're trying to launch our youth corps and our commerce development programs, our road building programs and all those other things, excellence and research fund for universities. But the backdrop was always people saying, "Oh my God, maybe we did the right thing or we did the right thing but it's unpopular, we're all going to be ruined." Well, once the recall movement lost steam, then things settle down, once we had that ballot proposal victory in November of 1984, things then worked out reasonably well.

Yes, I think they have and I think it's unfortunate because with term limits which has been a disaster in Michigan, and basically a totally dysfunctional legislature, and the campaign money that's being thrown out around in Lansing is also a real scandal. So with all that you have a lot of people who think kind of life began with Ronald Reagan or two senators got recalled. So anyone who votes to raise a tax whether it's a gas tax or a fee or anything is going to be ruined. They don't know the story that our plan was on the ballot as I'm repeating again and we prevailed, we prevailed over 60%. They forget that. They only think about the two guys who got recalled who are really very fine people, but they were in districts that we were lucky to have won. And secondly, the strategy was not to fight them.

They did not want me in there campaigning explaining we'd done the right thing, they recalled over voting for the tax increase. They did not want me anywhere near there, the strategy of the legislature was to pooh-pooh the recall, is trying to hope that people will forget about and then just basically say that, "This is not the right process you should wait till the election if you don't like it," and to argue process rather than substance and it wasn't until we lost two people and we went out and started battling on the substance that we did the right thing to save the state. The state was broke in a borrowed money from the Japanese, it had the lowest credit rating in the nation, no one would invest in us if we won't pay our bills.

Once we made the substantive argument the recall is dissipated, but the initial two recalls were all, "Oh you shouldn't do this, it's not the right process." And I think to this very day in the legislature especially among people with no experience and no sense of history, they just are worried about anything and that's how the state has gotten into terrible financial trouble, that's why our roads are crumbling, that's why our new governor, Governor Snyder is having such a hard time trying to get people to deal with reality. And I'm not saying I agree with everything he's doing but he's trying to figure out how to repair the state, it's why Governor Granholm in his second term when she finally dealt with the structural deficit had such a hard time getting the legislature to deal with it. People go up there and they just want to survive. And even with term limits they spend their time worrying about what is the next office they're going to run for.

So there is not a real knowledge base in the legislature in Lansing, almost none. There's no memory bank, there's no sense of continuity. Legislators do not have to live with the consequences of what they do, they do not have to live with their decisions in the future. They're spending way too much time reacting to threats from constituents or reacting to the amount of money they can collect for another office.

So we have a very bad situation in Lansing. They should abolish term limits. Maybe we need a unicameral legislature elected on a non-partisan basis, we need something to shake Lansing out of its insomnia, and I'm not laying this on the governor's office by the way, I'm looking at and I think Governor Engler by the way and certainly Governor Granholm and Milliken would agree with me. Term limits are a terrible thing, I never supported them, some people did. They're a terrible thing, they're terrible for Michigan and Michigan's future. They're a gimmick that's gone awry, and the people are paying dearly.

First Term Successes:

Early on the youth core was fabulous, even though we had to do with adult unemployment just getting 25,000 young people between 18 and 21 out and about working on roads, parks, hospitals, county fairs, getting them out, doing things for the state in the summer was very psychologically uplifting. Another thing was creating our Michigan Strategic Fund which was a way to try to have the state be helpful in

working in nurturing developing industries. And it wasn't a matter of picking winners and losers but the fund actually invested in things like the National Center for manufacturing science in Ann Arbor, which is still going today, or an NSFNET, NSFNET was a consortium between IBM and the National Science Foundation.

Michigan, and Michigan State, Wayne State, NSFNET was a way to, at that time was to connect all the computers of 140 research institutions into one grid and try to move the information around. And that was the forerunner among many to the internet, and I won't sit here and say we created the internet although I will say that Al Gore sponsored the bill which created NSFNET. I mean there are a lot of fathers of the internet, but the reality is NSFNET in Ann Arbor, that we helped create, we did create, was one of the forerunners to the internet, it was sold to America online.

And that's why to this very day in a brand new building in Ann Arbor is internet too. It's something I don't think Michigan really cashed in on or capitalized on as well as I should have. Now, I'm glad that Google is in Ann Arbor but there's a lot more that should have been done, it could have been done as a result of NSFNET and internet too. And those people they're all very proud, they had a big anniversary. A couple years ago I was at it and it was good. Not as well known or as exciting as the Michigan Education Trust, which is the nation's first tuition guarantee program, and that one were very proud of and people who invested in net contracts. It was the best investment they could have made. I still meet people who thank me for that program and of course Bob Bowman our Treasurer is the one that designed it.

I told him I want a program like that, I want to find a way to loan the states very good credit rating to people to save for college but something that could guarantee tuition not just another IRA, you got all those out there all those IRAs. Well, they're all dependent on the vicissitudes of the market. NET is a tuition guarantee program and it's the first of its kind. A lot of states copied it and done a lot more with it. I feel bad that my successors did not seem to really enlarge upon it because it's still the best financed program in Michigan.

Well it's fun to get to know the other governors, it was fun to get to know Bill Clinton and then be part of his campaign. Michigan is a mega state a major state, and so you have a chance to meet with and work with a lot of different people. Over the years worked with President Ford, Carter, Reagan, Bush, the original Bush, Clinton. The most recent Bush I've met but don't really know I haven't really worked with him, but with many of his people. So you know working with presidents, meeting ex-presidents, like spending time with Richard Nixon. When you're governor, you can meet just anybody you want if you're governor of Michigan.

Of course a lot of my fun with sports events, meeting Arnold Palmer and Jack Nicklaus. I mean different things like that, but I think the thing that's lost is you have to have a very good staff. I mean I'm proud of our administration. But the reality is it's a team it's people, it's people in the executive office, it's people in your cabinet, those of the people that you really remember fondly, it's not Richard Nixon's and Gerald Ford's it's the people inside your administration, it's the Ron Thayers and Greg Morris's and Sparky's it's all those people the Bob Bowman and the Steve Weiss and the Doug Ross and the Ralph Gerson and the Jim Pitts, and Betty Howe, Betty was first part of my campaign as well early on.

It's all these people the Martin Taylors and Ray Hoods, I mean I'm starting to think back of all the people that were fabulous as part of our team, 40 or 50 of them without which we wouldn't have done anything. I mean, that's the other thing, you just can't be a governor without a really good staff or a president, you can't do it. There are some politicians who are so much, so bigger than life, they can kind

of carry everybody and be popular and get reelected. Well they don't necessarily get anything done and there's a big difference, and there's a huge difference between campaigning and governing. And I think we did both well, but it was a team and it was always a team from the time I ran for Congress to governor to being ambassador. It was never anything I could claim I did myself.

Well you have to understand when you're governor for eight years in a state like Michigan you're really under pressure all the time, and as I reflect back now I realize that every moment that we were under pressure every moment really, any moment you could have a prison riot, you could have a tornado, you could have a flood. I mean, we had record floods one year then we had a record drought another year, we had prison guards killed with riots. I mean, just when you think things are at an even keel you find that you know General Motors is going to close four plants, or awful things are happening. And you feel a sense that if you're Governor maybe there's something you could do, or maybe there's something you should have done, or maybe there's something you must do.

So you're on all the time but I think you'll learn how to pace yourself and the staff I had they were all my age or younger. And so we worked hard but we played hard as well, and yeah I think compared to most people who held the office even though we faced probably the most difficult times, we really enjoyed it, we enjoyed ourselves. I think I probably had more fun at it than my successors, I do, because I found a way to relax on the job. So we entertained more people in the governor's residence both in Lansing and Mackinac Island, than any governor has ever done. In fact, George Weeks said, "We treat it as a Grand Central Station."

So I think sharing the governor's residents with people whether Lansing or Mackinac was a lot of fun, having them all there and share in the election victory and share and helping the state whether it was ministers or veterans or business leaders or labor leaders. That was fun. Certainly hosting the National Governor's Conference in Traverse City was a lot of fun, that was 1987. People never seen that side of Michigan, we had perfect weather, Bill Clinton was a chairman of National Governors, I was the host governor, we had a Motown Revue with the Four Tops, Junior Walker, Martha and the Vendellas, Clinton played the saxophone. We then flew the Democrats after that conference to Mackinac Island and had all the presidential candidates there.

So those were fun, showcasing Michigan's magnificent shoreline and lakes and beauty, that was fun. And that's why you know we worked so hard to protect the Great Lakes and then we could explain it to people that we're not only 95% for surface freshwater but we need a Great Lakes charter to protect the lakes from diversion. We need to ban drilling in the Great Lakes, we need to protect the dunes, dune protection law was something I'm very proud of. There are a lot of things like that, but it starts with the assets of Michigan which are its people of course but it's our universities, it's our infrastructure it's our great lakes, it's our manufacturing knowhow. I am very bullish about the future of Michigan, as much as I was in our dark days of 1983.

So I think to the extent anyone could enjoy being governor in a difficult time, I did, and I think that people worked for me did. And I remember saying to all of them that someday you'll look back and say, "These were your most fun times." And when I see all of our people they remind me that I said that, and it was true. I was lucky to go on to be ambassador to Canada and that was also a lot of fun, with less pressure but actually ambassadors, if you go to a major country, have a lot of important responsibilities as well. But you don't have to raise money, you don't have people trying to defeat you, those kind of things.

Term Two: Re-election:

After proposal C, we won big and Mazda located in Flat Rock and the job picture started to improve and the economy started to turn around, and we were able to start giving good appropriations to universities and school districts, everything came together, yes, and we were rewarded for making the tough decisions in the first six months of my first term.

So re-election was starting to look good. I remember saying that you know when I first ran there were three issues in the campaign: jobs, jobs, jobs. And when I ran for re-election I said there were four issues: jobs, jobs, jobs and more jobs. And we ran on that, it turned out the Republican field was weak and we got a break in that sense, and the state was doing much better, people were in a better mood and re-election turned out to be again easier than I think we expected really, the opponent was William Lucas, his running mate was Colleen Engler, and we had a huge landslide that swept a lot of Democrats at the local level as well, so I was really happy for that.

But I'm not so happy with the third re-election at all and sometimes there is a shelf-life to a politician of seven or eight years, and I think we kind of reached that, I hate to even dwell on it because turnout was a major issue. But the reality is, the re-election was at that time the largest margin in Michigan history but it was a convergence of events, we had a good first term, a weak field and people were in a good mood and we'd done a good job and we got rewarded but it was a team effort.

We just really tried to continue what we were doing, which was then heavily focused on economic development, on education, on the environment basically. Whether it was our Great Lakes programs or our education programs putting computers in the classroom or different things, but it was still an aggressive economic development administration, to get business and jobs and investment in the state, and try to invest in the beauty of those things that make Michigan unique.

But it was parks, roads, bridges, harbors, shoreline, universities. And so it was really a continuation of that, and it worked well. Michigan was flat on its back in 1979. We had a great resurgence in the state was a helpful catalyst, manufacturing jobs were growing, investment Michigan was growing, our budget was balanced, we even left a \$400 million rainy day fund to my successor. We were real, as I say, a laboratory democracy, we were considered one of the more innovative states. I feel good about that and I feel bad that some of that success was not continued after I left office. I think it's easy to be governor during prosperity, it's very difficult during challenging times, and I think people who run for office tend to want to kind of hold it for the sake of holding it, because it makes them important.

But if you don't do something with your victory, with your challenges, with the voters, you really waste opportunities. And I think Michigan to some degree was in a kind of a stall in the '90s while the country was soaring. I think Michigan stopped investing in infrastructure and universities and things that are important, I think it's been a problem, I hope that will start back up but I feel very fortunate. I mean, I had not planned on being governor, I'm glad I did it, proud of our record, proud of people that work with me, I love the state, believe in the state, and I believe Michigan's best days are ahead, I do.

We helped lead Michigan out of the worst recession since the Great Depression in 1983, '84, '85. And unleashed a wave of innovative programs that led to jobs, economic development, environmental protection, infrastructure, education. And our administration should be very proud of that, even with the current challenges in Michigan the last couple years the truth is the unemployment rate and the

financial situation Michigan was actually far worse back in 1979, '80, '81, '82. And we should not only remember that but not take for granted the kind of progress we made or what we can do in the future. Our state has enormous resources, it's a matter of people working together, it's harder now for them to work together because of hyper partisanship, the detrimental influence of money in politics and this crazy term limits in Lansing, much harder, which is sad because the times are tougher, or at least tougher now than they've been in a few years. And so I hope that can change and I think it will change, but we're going to have to have some real change in attitudes in Lansing.

I was reluctant to run for a third term, I really felt two terms is enough and people get tired of you. Our poll showed the people thought I had done a good job but not so good to deserve a third term. So I knew we were up against a more difficult climate than we had wanted. Secondly, we didn't know who would run if I didn't and if I had announced I wasn't going to run I think I would have had more people mad at me than if I ran and lost, I mean it gets to be an awful situation for you.

Our poll showed all along that while I had a good favorable rating people did not think I necessarily deserved a third term, and we ended up in a situation where we should have run a better campaign, we couldn't get Democrats believing that I had a tough race because the polls kept showing us ahead 55/35. This went on for six months. We couldn't get anyone really energized, I failed to get our people energized for the election and so we got down to the final moments, we had a very low turnout. Probably in retrospect a lot of spoiled ballots and I wasn't aware of in Detroit. Maybe, maybe some skullduggery there it's hard to really know. All I know is we failed to energize the voters and convince people there was a real race, we should have run a better campaign. And yeah we would have won instead of losing by a quarter of a point, that is very, I mean I obviously feel bad about.

Now if you were to ask me, "Would you like to serve three terms as governor or two terms and one as ambassador to Canada?" I would have said two terms and ambassador to Canada. So I feel very lucky to have had a career after Governor, but I must take responsibility for not energizing the electorate and getting the turnout which would allowed me to win what we should have won.

Lieutenant Governor Martha Griffiths:

Getting her on the ticket was a real coup, everyone wondered who, when I won the primary who was going to be the lieutenant governor. And I must credit Paula Blanchard for saying when somebody said, the ideal person might be Martha Griffiths, who'd been a congresswoman who had retired but had really become kind of an icon. I thought well that's ridiculous. And I remember Paula saying, no, she really likes you. Think about how much interest she's paid in your career even though you didn't serve with each other in Congress.

And so we made the offering and by golly, she accepted. She missed the political action. It was really interesting. And so when I announced her as lieutenant governor it was electrifying because it was like taking someone who was really good and missed and bringing them back for one more life. One more encore. And boy did we have fun the campaign, and boy did she have fun out there punching my opponent. I didn't touch it, she was out there having fun making fun of him wanting to get rid of Social Security and this and that.

It was a delightful campaign and she was a delight to work with and enormous fun. Once we got in Lansing, I mean she was pretty bored with stuff. She was presiding over the Senate and dressing down

different senators and they got mad at her. But things went along quite well. I mean she was a tremendous asset to my campaign and to me, and a dear friend. And then late in my first term, Martha had a stroke, and we rushed to the hospital we were really worried. I remember sitting there with her and her face was totally paralyzed, and she could hardly talk and we were really worried and the press heard that she was in the hospital.

We downplayed that because we were worried that under the Constitution the Senate would pick a successor to her if she was incapable or something happened to her, and or resigned. And we thought that the Senate Republicans controlled things and they'd have to pick from my party but they would pick someone who would be adverse to me. So we downplayed her condition and fortunately she recovered her senses or powers and all of a sudden eventually her face and everything returned to normal and she was able to talk and everything was fine, so we were very relieved.

But unfortunately well into the second term she really became ill and weak and frail and her husband started to make the decisions for her, and he really kind of took over her life and he was always resentful of her success because he thought he should be the politician. He'd been Democratic Party chairman, helped put Soapy Williams in office that had been dumped by Williams and the UAW for another chair, Neil Staebler, and he always resented that.

I think he always kind of looked at me like I was a young incarnation of Soapy Williams. So he really started causing trouble by getting her to do things that she didn't really know would be damaging to us. And so it was clear that we had to ask her to step down. He didn't want that, he got her to fight with us whenever I was with her alone, she was fine. Even after our third election where we were not successful she was still smiling with me and everything and really happy like nothing had happened.

And I felt really bad when she passed away a few years ago because well, she'd been around so long, most of her friends were dead. And there I was at the funeral home in Utica with Janet basically presiding over visitation and the funeral with few people left that really remembered her fabulous career and it was a fabulous career. And she was a wonderful public servant in Congress and in Michigan. And that's how I'm going to remember, I'm not going to remember the last year or two, I want to remember her and what she's done for public service and for our country.

BOOK FIVE: AMBASSADOR

Bill Clinton:

I had heard of Bill Clinton sometime in the late '70s as the governor of Arkansas, I did not know him. And shortly after I was elected governor of Michigan and it was really late November of 1982, I was invited to Pamela Herman's home in Washington D.C. to meet a bunch of prominent Democrats in Washington and to join with a couple of other new governors. And when I got there, and I met Pamela Herman, she became a very good friend I might add for many years.

The two other governors who were there were Bob Kerrey of Nebraska and Bill Clinton of Arkansas, and they were both charming but Clinton in particular struck me as incredibly charismatic and charming, and he was a big guy and Hillary was there of course. And he came over and he put his arm on my shoulder and he said, "I have just been through the worst two years of my life. I was elected governor in 1978, I got a little too big for my britches, people thought I was too ambitious. I raised a bunch of taxes and fees

and they got mad at me, and I was defeated in 1980." So they had two year terms in Arkansas. He said, "I've just been given a second chance being re-elected in 1982." He said, "I really intend to make the most of it. But what I really want to say to you is you have a terrible financial mess in Michigan and you're going to have to raise taxes and people are going to be mad at you. Don't go raising dog licenses and hunting licenses and fishing licenses and start taxing shoeshine men and all this other stuff. Don't do it, you'll get everybody mad. What you better do is just do your income tax," he said. "But whatever you do, get enough to do the job. Don't go out and fight a battle or raise taxes and get half a loaf. Don't do it because you're going to get beat up if you raise taxes one dollar you miles or raise them whatever."

I remember John Dingell saying the same thing to me saying, "Jimmy, you got a hell of a mess, and if you're going to go through all this you better get enough to do the job because you will never have a chance to go back and ask for more. You better do it and you've got to cut some spending while you do it." But it was really good advice, but Clinton was sort of worrying about me and shows you how worrying about me and my career. I just met the guy.

And so we became fast friends, contemporaries, we would hang out with each other at Democratic governor's meetings, we would sit in those days in the bar and with our wives Hillary watching us smoke cigars and not saying a thing. I think Hillary held her tongue and we'd talk politics. And I watched him do a TV interview once and I thought, "God, is he good on TV. Wow." And so I remember saying to him because I thought he was a wonderful blend of substance policy and politics and charm. I remember saying to him that I know exactly where I was sitting, I was in the Sheraton Grand Hotel in Washington D.C. probably, I don't know February of 1985, '86, and I said, "There are rumors about your ambition." I said you know, "I really do think at some point you should run for president."

And he looks to me like, "You think so?" Of course he was thinking about it from the time he was 18, I think. So from that point on, we were really good friends and I was his supporter. You know, I mean I always really, really admired Mario Cuomo, a lot of others that wanted to run, but I was a Clinton man. And then so I was showcasing him in Traverse City during our National Governors Convention. I became head of Democratic governors in fact he was my successor at Democratic governors. And I remember when he called me in August of 1991 to say he was thinking of running for president. He calls me and says, "What do you think?" I said, "Do it. This is the core of my supporters, this is the core of Democratic money. This is a key county." So he came in and spoke at the Phil Hart dinner in Oakland County, so I knew he was really serious. We stayed in touch, I went down saw him, we talked, we had dinner. In August of 1991, Bill Clinton called me on the phone and said, "You know I'm really serious. I'm really down to being really serious about running for president."

And I said, "Well, no one ever got talked into running for president. No one ever got talked out of running for president. What's your gut?" And he said, "My gut is to go." I said, "Well Rockefeller dropped out. Gephardt dropped out. Bill Bradley dropped out. Gore dropped out. They are all afraid of Bush. He's riding high with the Persian Gulf War. I think if you run, even if you lose, you will do so well, you will be so popular with Democrats. They're going to want to nominate you again." He said, "Oh I'm not planning to lose, I'm planning on winning."

I said, "Bill, I know that, I know that, but unlike Dukakis and McGovern, they're not going to cast you aside if you lose, because you are going to do really well. I watched you on TV, I've watched you debate, I mean I know you, you're going to do really well." He said, "Jim, if I run, I'm planning on winning will you support me?" I said, "Yes, done." So next I was with him in September we started having planning meetings, I was with him when he announced in Little Rock, I recruited the governors for him.

And by the way we'd worked on Canadian issues together and that led to being ambassador to Canada. Bill Clinton and I, we worked together on the National Governors Association and the Democratic governors and we were the closest to each other of all the governors. And I of course saw early on his qualities that I thought could make him an incredible presidential candidate and president. And we shared views and values and really everything, and so it was really kind of ironic that when we were in Traverse City, at Clinton's suggestion, we invited the premiers of Canada from the provinces to meet with us and that arose because it was a big argument in Idaho the year before at a governor's conference, when they were talking about softwood lumber and the governor of Idaho started bashing the Canadians and talking like they were the enemy.

And I remember Clinton saying, "Wait a minute. Wait a minute these are our friends, what are you talking about? You're talking about them like they're the enemy." And the governor there says, "Well, they cheat on lumber and this and that," and Clinton says, "Jimmy..." You know there are only a few people call me Jimmy by the way. Tip O'Neill, Bill Clinton and John Dingell. Anyway, because my nickname growing up was actually Jamie although I've been known as Jim since I was a lawyer. Anyway, that's trivia.

So Clinton says, "Jimmy, you're hosting the conference next year, why don't you invite the Canadian premiers to come with us and let's talk, we have more in common with them than arguing over trade", so we did. So here we were in Traverse City and we invite all the Canadian premiers, there are the Ontario premier David Peterson was a dear friend of mine already. And so they were all there and we had a nice dialogue, private meetings, they loved their Motown Revue they loved Traverse City, it was great. We spent two hours with them alone and it was really good.

But what's interesting is after Clinton became president, he remembered all that and thought it was a natural that I should become ambassador to Canada. Now, that was later after he was sworn in. In between time, we had a campaign to run and that was a wild campaign because Clinton started out really looking good, then the Gennifer Flowers incident hit and we're up in New Hampshire. Janet and I are going door to door helping Clinton trying to explain that he's been a really good governor to be a really good president.

But he fought his way through those primaries. And the Michigan primary was pivotal, by that time there was a Stop Clinton movement in a lot of the party leaders lined up behind Jerry Brown, including Coleman Young, the UAW, the AFLA, a lot of people. But it was really more Stop Clinton because they didn't really know him he was a Southerner, they were suspicious of the Southerner and we won Michigan big. I think we got about maybe 50% to 53%. It was a multi-candidate field. So we really helped put Clinton over the top. And it was a real thrill to be in New York when he got nominated and gave a wonderful speech and he picked Al Gore, who I'd served with in Congress. Ross Perot really did a lot of damage on George H.W. Bush. And I knew George H.W. Bush and really liked him. In retrospect, he was a good president. He just simply didn't focus on the economy. That is Bush the elder. I call him Bush the wiser, but it was really a distinguished public servant but he was viewed as irrelevant to the economy. And that's why Carville had the whole slogan, it's the economy stupid.

Clinton focused on that. Perot focused on the deficit, he drew a lot of votes from Bush. Pat Buchanan hurt Bush badly in New Hampshire. The Republican convention was a disaster and Clinton won and Clinton carried Michigan, and I think he did a great job and a lot of people would give their eye teeth to see Bill Clinton back in the White House. In fact, since he left office, a lot of people have felt that way but the Clinton years were fascinating years and it was a real honor to be his ambassador and America's

ambassador because you're representing both the president and the country. In Canada, they loved Clinton in Canada and when he went up there they just loved it.

I Choose Canada:

Well, initially they talked to me about being secretary of transportation, which I wanted because I thought I could help in a lot of ways including the auto industry and others. And at the last minute they pulled back on me and they had me ready to go to Little Rock to be announced as secretary of transportation. The last minute, they appointed Federico Pena, Secretary of Transportation. So I was not happy at that moment of having them pull back on me, and having Warren Christopher call me rather than Clinton to say he needed to change the slotting of different people. But on the other hand Christopher said, "You know there's a lot of other really good jobs here, so don't be disappointed. I mean you could be an ambassador, you could do this, you could do that. So we're going to have a spot for you in the White House or in the administration. So you don't worry about that."

The President is determined to make sure you're part of this team, you've always been part of this team. So shortly thereafter Mack McLarty called me and said, "The president would like you to be assistant to the president for personnel, personnel director." And I decided I said, "I don't want to do that," I said, "I would do it for six months but not to help you staff up but that's not something I want to do. All my friends were really mad at me because they all wanted jobs, they thought I could give them good jobs. I don't want that, then they wanted me to be assistant president for intergovernmental relations, and I said, "No, no, no, " They said "please come the Little Rock." So I flew to Little Rock and I went down there and I wrote a nice letter to the president saying, I'm thrilled you've won. I understand the situation. I don't want to be in the White House.

So then I start thinking, well maybe Janet should go in the White House because she had worked on the campaign. She'd opened up his office in Washington. So Janet Blanchard became assistant to the president for personnel in charge of boards and commissions. And when I made a trip to the White House just to see Clinton, pay a little courtesy call, because he wanted me to come, "You've got to come. You've got to come." And while we were there, he wanted me to meet with Bruce Lindsey. So I met with Bruce Lindsey, his personnel director. He said, "What is it you want?" I said, "Well in the second term, I want to be ambassador to Canada, maybe Germany but probably Canada," I've always had an interest in that and my friend, anyway I would tell you all the reasons. But he said, "Well at the rate we're going there's not going to be a second term." The president was already being criticized for proposing gays in the military the health care thing was running awry. So but this is Lindsey saying, "We're going, there won't be a secretary. Why not now? Why not be Filken's first Ambassador to Canada?" I said, "Well, okay, I'll think about that."

Then the president hauled me back in his office and while I'm in there his national security adviser runs in, Sandy Berger and he says, "Mr. President, Mr. President," "Oh hi, Jim." "Excuse me. Well, Mr. President Mr. President," "You're all right. You have to leave Jim." "But Brian Mulroney just called, he's stepping down as prime minister of Canada." And Clinton says, "Oh gosh, I better call him and see what's going on," which was true but I thought, "Canada, wow, my stars are aligned here." So I left, thought about it, and then had people call me from the State Department and say, "Look the president is not going to fill employment to the ambassador Canada until you make a decision. He's not going to give it to anybody else, it's yours, you have to ask for it. It's yours if you want it." So I'm down in Florida, I turned the TV on, I see Clinton and Mulroney and Yeltsin in Vancouver it all looks really exciting. Go to the supermarket there's Canadian newspapers there. I said to Janet, "This thing is written in the wind,

we're going." So I called up Bruce Lindsey and said, "Bruce, I want to do it." And he said, "Come on in." So I went in and talked to Bruce and Mack McLarty and it was done.

So I think I probably the only ambassador didn't have to lobby for it, really. I did have to ask. They wanted me to ask. And it was great. It took a couple of months before it was officially announced but I kind of knew by Easter that I was going to go to Ottawa and it was a wonderful experience. Gosh. And it's one of our busiest embassies, Canada, you wouldn't think that. We deal with Canada on every issue, every issue from trade, the Great Lakes Water Quality to NATO issues, you name it. So I'm forever indebted to Bill Clinton and we still talk about Canada.

Canada:

I was sworn in in front of the West Wing by Al Gore. Under the law, the president cannot swear someone in, I think it's because everybody would ask for that. So but he was there so I was one of the very, very, very few people that had both the vice president and the president there for my swearing in and it was at the White House. Usually ambassadors are sworn in at the State Department, but that was another way for Bill Clinton to make sure that I was happy, that this was important, it was an important statement to Canada because all the Canadian media was there. Canada's ambassador of the US was there and this is his way of saying, "Jim I want to make this special. You're not just one of my major ambassadors, you're my friend as well."

And so that was a wonderful thing. Our family was there, we went to the Oval Office, I'd been there at that point a couple of times. I actually spent a lot of time in the White House when President Clinton was president. It was a great honor to go to Canada and to have my ceremony on live television all over Canada, and they loved Clinton, even when he was in his dark days in the US, he was very popular in Canada. So going to Ottawa was fabulous and the ambassador is extremely well-treated in Canada. And you get to be involved in every issue, I mean first of all, there was going to be a new government in Canada and so we all started kind of together.

And I was sworn in Ottawa on Bill Clinton's birthday, which happens to be Tipper Gore's birthday and plunge right into the issues. The only thing we did first which was the smartest thing I ever did was Janet and I took a train trip all across Canada and stopped in every province and every capital and talked to the premiers and leaders of opposition, and the mayors and the business leaders and ask them what they were most proud of. So we went all the way from St. John's Newfoundland, all the way across the country to Victoria, British Columbia.

And one of the smartest things they ever did and I kept a record of it and did a photo essay on it and it really served me very well. But while were there we had a lot of interesting things we had to do with NAFTA, I was able to initiate the Open Skies agreement which was really important. And then we handled the Quebec referendum, in which Canada by a very narrow vote, almost broke up. We played a very positive role in that we myself Bill Clinton our State Department in supporting a United Canada, during the campaign without meddling and that was a very difficult thing to do but my role in that may have been my best achievement in public life actually.

I wrote a book about it called *Behind The Embassy Door*, and that book is available for about 35 cents on Amazon.com but it's a good book if you like Canada.

BOOK SIX: NOW

Activities:

Well, I remain very much involved in US Canada relations all the time and do commentary on Canadian TV on them. I'm co-chair of the Canada US Law Institute, I serve on the board of Enbridge; an energy company in Calgary. I'm currently the only Michigan member of the board of directors of Chrysler here in Michigan, which I'm proud of and we're doing well. I'm on the board of the National Archives, something I love because I love history, and then I'm chairman of something called the Meridian International Center, a leading diplomatic center in Washington and we run the International Visitor Program for the State Department. We run a lot of different exchanges connecting diplomats with each other. Meridian is a place where global leaders gather and we're future leaders are kind of developed and evolved. My day job though is I'm co-chair of government affairs at the global law firm of DLA Piper and so I deal with trade issues, public policy, a little bit of lobbying, more strategy. But my extracurricular activities keep me busy as well as I outlined.

So I'm still involved. I'll be involved in the campaign coming up and still very much involved with the Clintons. Our firm led by myself, we are counsel to the Clinton Foundation and the Clinton Global Initiative. So even though I'm not running around television hopefully not making news, if you make news usually you've done something bad. I'm very much involved in public policy and government behind the scenes and that gives me weekends off. You watch football and go to the movies and still dabble in public service in a way that I think can be not only helpful but fun.

Janet Blanchard:

I met Janet when she was a career public servant. She worked with the Michigan Commission for the Blind. She worked at the Department of Education, she worked at the Department of Labor. She worked at the Cabinet Council for Human Investment. And she served like 18 years as a civil servant in Michigan, but had an interest in politics. So she's been a great asset. During the Clinton campaign, she was associate director of personnel in the White House dealing with boards and commissions. In Canada, she was like the first lady in our embassy and was all over the country with me. She traveled with me everywhere which is nice, Janet is all grown up, so we've been free in that sense as adults to move around. I mentioned to some that they're not aware, that Janet opened up the first Washington office for Bill Clinton for his campaign. And that was very helpful but then we shifted our time to Michigan to make sure we did well in Michigan for Clinton.

Janet also served as the director of protocol more recently, for the New World War II Memorial in Washington. And that was a fabulous ceremony that everybody from Tom Hanks and Tom Brokaw to Bob Dole, and it was really exciting, they had a Glenn Miller Band there. I don't know, a half a million people there. And the person that helped to get that job as director of protocol, it was Bob Dole, my friend. And that's the thing about politics. If you're really serious, you want to work with everyone and you don't want to hold the party label against somebody, everybody if they're serious has something to offer.

And so I was there when Bob Dole got a plaque recently at the memorial for having spearheaded that effort, but he made it possible for Janet to repay her dad, her dad served in World War II has passed

away. So that was one of the key things that Janet's done and she's involved with Meridian International Center, a lot of other things.

Jay Blanchard:

Jay, he's the one that gets on the receiving end. The kids never have a choice and that's tough, I mean Jay was you know resting on my shoulders in 1974 when he was four years old, I'm running for Congress and I'm dragging him to parish and parish carnivals and city fairs and things, and he's really liberal. He's marched in parades, he's seen it all and he has a high regard for public service, he loves history. He works for Citizens Bank, lives in Birmingham, Michigan. He's president of the Michigan Library Foundation, he's on the Michigan History Commission. He likes to follow government and politics, probably a lot more interested in history, he's an artist, but he's a banker.

I've talked to him about running for office and he's not really interested in running for office. I think when you're in politics and you see your father getting attacked and criticized and beat up. I was raised by a single parent. I've got a pretty thick skin. I've learned how to fend for myself, I was the man of the house. At least I thought I was. I really wasn't, but I thought I was at 10 years old.

But Jay I don't think like the way people would criticize me and attack me, I think I heard it more than me. So I think I don't think he really wants to run for anything, but I know he's right on the edge of always wanting to help people who are involved and he's very civically inclined and he wouldn't be president of the Michigan Library Foundation if he weren't. And he spends his time reading history, watching the History Channel besides golf and art. He's really into it.

But Jay has been an ideal son, he's actually James Jay Blanchard Jr. He's calling himself Jim now, but Jay always kept his nose clean. I used to tell him though be careful, especially when you start driving, when you are the son of the governor, you're driving. I used to say be careful, I'll have the state police follow you. Well I didn't really, but it's a tough life for a kid. He used to say it was a great life, but I always felt he was under a lot of pressure. And he went to MSU, he's a proud Spartan but I remember thinking don't you want to go away to school? He said, "No I really want to be home. I want to be a Spartan."

Michigan Icons:

Frank Kelley, this is a guy who is really the consummate Attorney General, a model for the nation, he gave me of course a great start as a young lawyer and then in politics as well. He ran a whistle clean operation and he was totally devoted to the public good. And Michigan was very lucky to have him and I've been lucky to have him as a friend.

John Dingell has been a great help to me in Congress, when I went there when I served and after I left. I don't know anyone in Congress who has been there as long as he has, obviously, no one's been there as long as that. But, from 1955 until 2011 who still believes in the public service, who still believes that Congress can do good things. I like to hear him joke that he quotes his father as saying that US Senate is a place where good legislation goes to die. But this is a guy, John Dingell who has not lost his belief in our system, he's a man of incredible integrity and substance, he's always had a great staff. If you want to pick one person in Congress to get something going or to stop something, it's actually John Dingell. No matter who's in the White House, no matter who controls Congress. He is really a phenomenon and everybody in Washington admires him.

Sander Levin, in many respects gave me my first big chance to help be involved in a major campaign. I was an attorney for Frank Kelley, but I hadn't really been involved in his campaigns until later. Sandy allow me to become a volunteer in his campaign for governor in 1970, and really allowed me to play a major role, I learned so much from him, so much about the state. Obviously, later he went on to succeed me in Congress when I became governor and he's now my congressman in 2011, or it will be in 2012. Again, the Levin brothers are incredible. I mean, you talk about a family devoted to public service, you've got Carl who's the conscience of the Senate, Chairman of the Armed Services Committee. Sandy was Chairman of Ways and Means, he is working every minute.

These guys are incredible, their sister who worked for me was great, their father was involved in politics, their cousins, their uncle. The Levin family is given an enormous amount to Michigan and I'm glad they're still there in Washington serving us. I'm really glad.

Coleman Young is fascinating person because he was really charming, he's like the George Washington for African-Americans in Detroit being the first African-American mayor. And I think his first two terms he was really on a good trajectory working with everyone, working hard, giving people a sense that they had control of their destiny, making people proud, working well with business. And the truth is, people think that somehow he cost me my third election, not really. I wish it were that easy to say. But the thing to remember is, I got 85% of the vote in Detroit and over 90% in the African-American communities. Turnout was the issue, it wasn't the percentages. Coleman Young got 56% in his last election in Detroit, I repeat I had 85. So who's going to help whom here? It was really the dynamics and turnout and I would never want to lay any blame on Coleman Young.

Dennis and I started in politics, I was honored to appoint him chief justice, I think he was a great mayor of Detroit. He ran a whistle clean operation. A lot of good things have happened stadiums and opera hall, a lot of things downtown really started with Dennis. He also served as President American Bar Association, the Michigan Bar Association. He's still going strong. I see him quite a bit. He's in great shape, sound mind and body. Dennis Archer has been a real asset. I regret he wasn't mayor when I was governor because I think we could have done more for the city of Detroit.

Bill Milliken, when I look back how lucky I was to succeed someone as gracious and as positive as William Milliken and Helen Milliken. We inherited a mess, I wouldn't say that he created it. It was a combination of recession, continued disinvestment. The legislature was part of it and just an inability after all those years to deal with some of the structural problems in Michigan. But the truth is, he led Michigan with great, great humanity. He had a good staff, he was a wonderful representative for our state and everything you did. And when I went into office he was extremely helpful to me. His people were helpful in the transition when we proposed having to raise the tax temporarily. He supported it, he stood by me. His wife at that point didn't quite endorse me but in the second and third election she did.

They still consider themselves Republicans. More recently just in August of 2011, Janet and I had dinner with them. I mean, he was very underrated I think and very, very much missed and his type of Republican is an endangered species. The Republican Party needs more people like Bill Milliken and I was very lucky to call him my friend and we were very lucky to have had him as governor, and I think he did a lot of really good things. And so it was a nice foundation for me, even if we did have a financial challenge, it was a good foundation and he's just a wonderful person and everyone who's worked with him knows that I'm right on that one.

Young People:

Q: What would you tell young people who considering a career in politics?

A: For young people interested in politics, I know it'd be easy to look down on it and be discouraged. The fact is we need good people in politics, it's a lot of fun. Campaigns are a lot of fun, get in and change it. I would say for a young person interested in politics and government, read all the history you can get your hands on. Study history, work on campaigns, find some candidates you really like, go help them, you'll learn a lot, you'll learn so much by helping candidates like I learn helping Frank Kelley and Sandy Levin and Edmund Muskie.

You'll learn so much by helping candidates, you'll meet friends, you'll meet other people who you will network with the rest of your life and study that history. People who have a short memory usually make lousy, lousy public servants. And I think that's one of our problems with people with term limits in Michigan and other places is they think the world began when they got elected. And of course that's the last thing you need, but we need good people and it Can be an exciting career as long as you like people and want to change the world.

EPILOGUE

First of all, I consider myself very, very lucky. You're looking at a young kid from Ferndale raised by a single parent mom, who never had anyone in his family, have power, money or position. And after being a baseball player I dreamed of a career in politics. All I want to do is to go to Congress and serve and be involved in the actions and events of our time. And if somebody told me I would grow up to be not only a congressman and a good one, and a governor, and a good one, and an ambassador to Canada, all by age 50, I would have thought I had died and gone to heaven. The public, the people, life, the people along the way have been very good to me. I am an extremely lucky person, lucky with my family, my wife and son, lucky with my friends. And I believe I still owe the people of Michigan and this country further service. How I do that behind the scenes privately? Giving advice helping others, that's probably the way it will be. But I feel I owe this country a great deal and I'm very, very grateful for the way I've been treated in life.