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# Kiosk

<http://www.umn.edu/urelate/kiosk/>

## Stage is set for Mark Yudof

In his last quiet moments before signing a contract to serve as president of the University of Minnesota, Mark Yudof sat with his wife Judy in a small office down the hall from where the regents were meeting. "Is it really a circus out there?" he asked.

Something like that. The regents room itself was so packed that more than three dozen people who couldn't get in were watching the meeting on a video broadcast to the hallway outside. It was 10:30 a.m., Friday, December 13.

Minutes before, the regents had voted unanimously to make Yudof the University's 14th president, praising him effusively as someone "with an exceptional scholarly record, who understands scholarly values," a man with "experience and understanding of complex institutions," someone who "has a vision for the University." Regents chair Thomas Reagan had wrapped it up dramatically. "This," he had said, "is a great day for the University."

Yudof hadn't been in the regents room, but he had been hearing similar accolades in the past three days from faculty, legislators, and administrators. Gov. Arne Carlson—who had called for a new presidential search only days earlier—had been won over. "He had all my books on his desk," Yudof quipped.

Now, Yudof had a few moments to reflect before addressing the crowd in the regents room. The fact that all of his professional career has been spent at the University of Texas at Austin was, he said, good preparation for the Minnesota job. "This plays to my strengths," he said. "I understand large research universities that are the pride and joy of their states. The two universities are both in their states' capital cities, and I understand lobbying and the legislature. I think I understand the politics and the pressure."

"I do think there's a different ethos here," he added. "Texans laugh and brag. Minnesotans are restrained but proud."

With his educational roots in Philadelphia, where he received his undergraduate and law degrees at the University of Pennsylvania, this will be Yudof's third cultural transition. At

Texas, he was on the law faculty and subsequently became law school dean and later provost. In the past two years his name has surfaced regularly nationally as a University presidential candidate. Now, at 52, he says Minnesota is a good fit.

Some of his accomplishments do have a familiar ring. As provost at Texas, he is credited with a number of undergraduate initiatives, including efforts to increase faculty instruction in lower division courses and a program of small classes for freshmen taught by university administrators. He developed a program to honor top teachers, and also helped develop a program

to measure teaching performance and make university departments more accountable. Yudof also played a role in developing a post-tenure review policy that University of Texas president Robert Berdahl has said avoided some of the controversy accompanying Minnesota's tenure reform discussions. In Texas, Yudof also established his own university improvement plan. Called Compact 2000, it decentralizes academic decisions and attempts to avoid top-down management.

He is also clear about the challenge to universities in a more global sense. "In an age of digital science," he said, "there could be a kid in a garage who could buy and sell us. The only safety is in human assets, and that's the area that is the challenge for the university."

In the past, he has talked about that as the challenge for the "post-modern" university. "To this university, Yudof has said that the task must be to bring order and coherence to the knowledge bombarding the world. It must humanize the production and dissemination of that knowledge, and reestablish a sense of common purpose. The threat to the public university, he has said, comes from several areas, including the crumbling of old disciplinary walls and the challenge to organize the task of learning; by a "privatization" trend that may regard education as an investment to produce wealth, rather than a public good that must be nourished by collective support; and by the challenge to build common purpose out of decentral-

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Photo by Tom Foley

Judy and Mark Yudof walked along Northrop Mall during their visit to the University in December.

## U files suit against U.S.

As Mark Yudof prepared to meet the press as president-elect December 13, he also was being briefed on another issue: the University's intent to sue the United States government. In a prepared statement released at a news conference the following Monday, Yudof said he supported the University's action.

The suit relates to an August 1995, National Institutes of Health (NIH) decision to designate the University an "exceptional organization," a status that limits some of the autonomy normally enjoyed by institutions receiving NIH grants. The designation followed the rev-

elation of past funds mismanagement in the Department of Surgery. The University didn't seek a legal challenge at the time—even though its own investigations had found no comparable problems outside the surgery department—because it was assured by the NIH that the two organizations could negotiate and develop a model grants management program. Those negotiations had continued until the Justice Department intervened a few weeks ago.

On December 12, the Justice Department said it intended to sue the University for

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## Rural Health School begins

A new Rural Health School got under way November 4 when 10 medical students began internships in New Ulm, Grand Rapids, and Moose Lake.

Sponsored by the U's Academic Health Center, the Rural Health School is designed to teach health sciences students how to work on interdisciplinary teams to provide care in rural communities.

Twelve-week sessions include case studies with fellow students, discussions with mentors, and faculty lectures—either in person or by interactive video. Students also keep journals electronically. They will earn credits from the Rural Health School but receive degrees from their home schools.

The school is a cooperative effort led by Ron Franks, dean of Duluth's School of Medicine, and Byron Crouse, head of Duluth's family medicine department. Consumers, physicians, and other health professionals in rural communities also have committed time and resources toward ensuring the program's success. The nontraditional curriculum was developed by a committee of faculty and community representatives.

Following a second round of internships in early 1997, the school will be expanded to more rural communities and more disciplines, which may include public health, additional advanced practice nursing programs, social work, occupational therapy, physical therapy, and dentistry.

## Foundation posts great year

The University Foundation posted one of its best fundraising years ever in fiscal year 1996, bringing in \$72 million in private support. Faculty and staff support was up 30 percent—from \$1 million to \$1.3 million.

## U Research

### First gene therapy trial under way

The state's first clinical trial using gene therapy is being conducted by researchers at the Institute of Human

Genetics. The trial also marks the first time ever that the therapy has been tried on an adult with Hunter syndrome, a rare genetic disorder that affects the body's ability to break down complex carbohydrates. At its most severe, the disorder can lead to mental retardation and death before age 20.

In gene therapy, a patient's white blood cells are extracted, genetically corrected, and re-injected. Because white cells have short lifespans, the process is repeated monthly for a year. Lead investigator is Chet Whitley, associate professor of pediatrics.

### Early lactation, breast cancer risk reduction: a link?

Cancer Center researcher David Kiang has received a four-year, \$509,000 grant from the National Cancer Institute to study how molecular changes during lactation can reduce a woman's risk for breast cancer. Research has shown that lactation before age 20 reduces a woman's lifetime risk of breast

cancer by 40 to 50 percent, and Kiang hopes to develop a way to mimic lactation as a method of reducing breast cancer risk.

Kiang, a professor of medical oncology and director of the university's Breast Cancer Research Laboratory, said that breast cancer results from multiple genetic defects that accumulate during a woman's lifetime, often beginning during adolescent breast development.

### Researcher: drug penalty ratio should be reduced

Possessing five grams of crack cocaine warrants the same federal penalty as possessing 500 grams of powdered cocaine. That kind of ratio is not justified by the difference in effect between the two forms of the drug, says associate psychiatry professor Dorothy Hatsukami, writing in the November 20 issue of the *Journal of the American Medical Association*. Hatsukami says the ratio should be reduced, and that many cocaine users would benefit more from treatment than imprisonment.

## Home page remodeling

If you haven't visited the University's World Wide Web home page lately, it's time to stop in.

Thanks to the efforts of University Relations staff and the Student Services Web team, both systemwide (<http://www.umn.edu/>) and Twin Cities campus (<http://www.umn.edu/tc/>) home pages have been redesigned and made more user-friendly.

The model for the project was the student services Web site, which provides on-line registration, financial aid, scholarship, and other services for current and prospective students. Taking a cue from that project, the TC home page now bases its categories on the perspective of different audiences, who have differing informational needs and knowledge about the University.

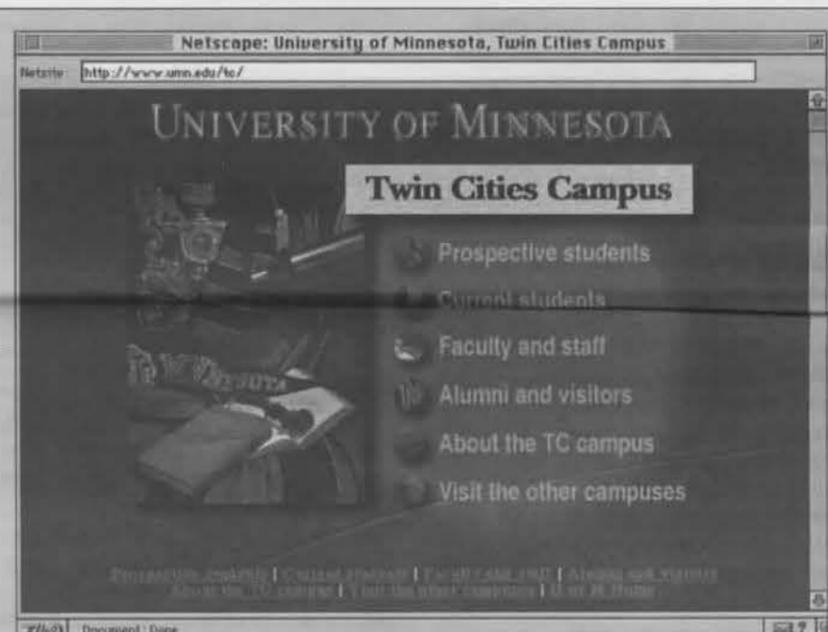
Visitors, who are not likely to want information on University policies, want to know

about parking, getting here, and what events are available. Faculty and staff do need access to University policies; students need registration and course information. In addition, from the TC page, people can find out more about any of the campuses.

Most audiences want information about University departments and a way to find faculty, staff, and students, so the department, college, and administrative unit home pages and the student-staff directory are accessible from any of the audience categories; See "U departments and people," or go directly to <http://www.umn.edu/tc/directories>.

Watch for more changes, including a University-wide events calendar (coming sometime this winter). Meanwhile, University Relations will continue to work with departments to add information to the "faculty and staff" and "visitors and alumni" categories.

To request a link for a new department Web page, use the link request form at <http://www.umn.edu/tc/link>.



The new home page for the Twin Cities campus.

## Yudof

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ized institutions.

"I'm very excited," he said frankly. "I think it will work well. I do tend to be proactive and consultative. I know those are only words now, but I think people will see I mean them."

People seem more than eager to believe him. A standing ovation, six news cameras, and wall-to-wall administrators, reporters, and onlookers greeted the Yudoffs as they arrived in the regents room. It was a rare and festive scene, made more remarkable by the dissension that had accompanied this search only days earlier. Yudoff did not disappoint.

In his brief prepared remarks, Yudof was both global and personal. Just before signing the contract that commits him to the University of Minnesota presidency beginning July 1, he remembered his parents, who married December 6, 1941, and "who would be

amazed at the honor being bestowed on their son."

In the question-and-answer session that followed, one answer moved the audience to a spontaneous burst of applause. "You can't be a great national university unless you serve the people of Minnesota," Yudof said. Shortly after, maroon and gold balloons appeared, and someone unveiled a maroon-and-gold-

frosted cake that read, "Congratulations to Mark and Judy Friday, December 13, 1996."

If the date was ominous, the atmosphere was anything but. Mark Yudof's first day as the University's president-elect seemed like a welcome and awaited homecoming.

—Mary Shafer

## Yudof on the Web

More information about Mark Yudof is available on the World Wide Web. Here are some sites:

For news release and links to sites related to his U appointment: <http://www.umn.edu/urelate/newsservice/newsreleases/Yudofisprez.html>

For his page at Texas: <http://www.utexas.edu/admin/evpp/provost/provost.dir.html>

To read his speech, "The Post-Modern University": <http://www.utexas.edu/admin/evpp/provost/modern.html>

## Suit

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double or triple damages resulting from alleged funding abuses, a claim that could amount to more than \$100 million. In a separate suit, the University asks the court to void the "exceptional organization" designation, restore University authority over federal research grants, and declare the government's claims unconstitutional.

"What's being charged [by the Justice Department] is an institutional culture of regulatory avoidance," said AHC provost Frank Cerra at the news conference. "That's wrong. That's cause for righteous anger, and that's what you're hearing."

Regents chair Thomas Regan said that although the University is willing to reach "a reasonable settlement," it "should not have to pay the tab for the misconduct of a few individuals in the Department of Surgery. It is simply wrong that researchers continue to be punished."

# The budget request: U aims to 'go east'

The way Marvin Marshak sees it, Minnesotans and their legislators have to decide what kind of University they want. If they want both high quality and wide access, they will have to invest more tax dollars.

The University's funding request to the state legislature, which convenes January 7, seeks to improve quality without decreasing access.

But there's a price attached to that choice, says Marshak, senior vice president for academic affairs. "If they don't want to pay for it, we can't provide it. We'll have to provide something else. We'll do the best we can."

In dollar terms, the request sounds big: \$115 million a year in additional funding. Another way of looking at it, however, says associate vice president Peter Zetterberg, is that the request would bring the University back to its 1989-90 level of funding, adjusted for inflation of 2.5 percent a year.

Whether the goal is to improve quality or simply to regain lost ground, the state has a choice to make. To illustrate, Marshak frequently shows a chart of universities ranked by both excellence and access. What the University wants to do is "go east," he says, or in other words, move right on the chart's horizontal axis—or east on a map—without decreasing access.

Most universities as good as the University of Minnesota are more selective in their admissions, he says, but the state has benefited from "pushing a high quality education much further into the population than is done in most states."

The payoff is that Minnesota now has a booming economy, low unemployment, a high quality of life, and a \$1.5 billion budget surplus, Marshak says. "This really represents the dividends of past investments in education. The question is: Are we prepared to make the kind of investment that will pay big dividends in the future?"

Legislators may like to think the solution is for the University to save money by closing units, Marshak says, but "there's not some big golden egg sitting out there." The Waseca closing helped to create the myth of the golden egg—a rev-



Photo by Tom Foley

The state capitol will be the scene for most of the University's budget request negotiations. The statue in the photo is John Johnson, a turn-of-the-century governor and friend to the University.

enue source that could be tapped by identifying and eliminating some unit that people agreed the University could do without.

"Closing Waseca was closing one of our five campuses, but in terms of dollars it was a very small part of the University's budget. It saved a few million dollars, less than 1 percent. It doesn't make an appreciable change in whether the University has adequate funding.

"For a 10 percent or more change, we would have to close the Medical School or IT or maybe CLA," Marshak says. "Nobody wants to close the Medical School or IT or CLA. There just isn't a golden egg.

"We have to get out of what Nils [Hasselmo] calls maiming ourselves to health. It just doesn't make any sense."

Although the request is for two years, it is presented as part of a four-year plan and framed as a partnership, with the University committing to budget cuts and revenue additions. Key budget-trimming items include reducing the number of faculty by 150 in four years (a 5 percent total reduction). The strategy would be to replace three out of four faculty who leave. Civil service staff would be reduced by 720 and professional and administrative staff by 240 (both 8 percent over four

years). Enrollment would be increased by 1,000 full-year-equivalent students. The goal is to hold tuition increases to 2.5 percent a year, but if the state does not provide the funding, a bigger tuition increase might be part of a solution, President Nils Hasselmo has said.

The request includes a four-year total of \$166 million for 2.5 percent annual inflationary increases for all faculty and staff, plus \$120 million to bring the average faculty salary to the midpoint of the range of the top 30 research universities. Marshak says the goal is market rates for everyone, but it is primarily faculty salaries that are behind the market.

Marshak, who is new to his position, has taken over the role with the legislature played by his predecessor, Ettore "Jim" Infante. Donna Peterson, director of state

relations, admits she was uneasy about the transition. "Marvin has just hit the ground running," she says. "He has good political senses of what an individual legislator might be interested in. He's a very good teacher."

It is, of course, a time of an even more visible transition at the top. Legislators and the governor "have a keen interest in who the new president will be," Peterson said in November.

Governor Carlson's budget in January will be the first big sign of how the University is likely to fare. Carlson said in November that he wanted to return a big portion of the budget surplus to citizens in the form of tax cuts. Marshak said he is confident that Carlson's budget will also include some investments.

"The whole idea of tax cuts is an emphasis on what people can do individually," Marshak says. "Education is something we do together for the public good. It's also a private good, but in Minnesota it's considered a public good."

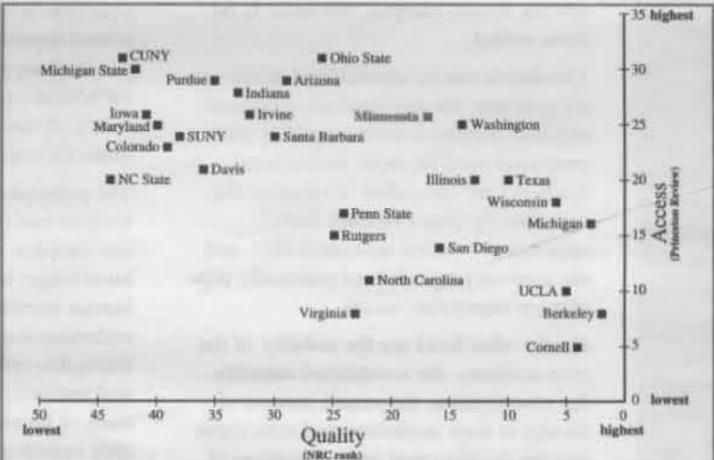
What can people at the University do? Marshak and Peterson make similar pleas. "It's important to talk to members of the legislature, and not just legislators but friends and neighbors, and really emphasize the payoff of education, not just higher education but public education," Marshak says.

"We are living fantastically well. We have labor shortages in most of the state. We have a very high quality of life. People complain about things people in other states would never dream of complaining about. I believe we owe it to our children and our grandchildren to do what the previous generation did for us."

"The most important thing for people to do is call or write their legislators and say why the University is important to the state," Peterson says. "It's not important that the faculty and staff know the specifics of the request. Just get a message to the legislators of why the University is important.

"We can be our own best friends or our worst enemies," she says. "We all have times when there are things we are unhappy about. If we don't have this funding, it will be a different University. It will have an impact on all of us personally as well as the University of Minnesota's future."

—Maureen Smith



To "move east" is to move right on the horizontal "quality" axis. The graph shows where Minnesota is right now compared to some other institutions.

# Tenure fallout Is the controversy hurting?

Sometimes being in the limelight isn't all that much fun.

In the past few weeks, the *New York Times*, the *Washington Post*, the *Chronicle of Higher Education*, *Science*, and PBS's *News Hour* all have put the University front and center with their coverage of the tenure controversy. The discussion has spilled over on to the Internet as well.

"Anytime I exchange an e-mail with an academic at another institution, there's always a P.S. attached to it—"what's going on with tenure?" says Jack Zipes, chair of the German department.

"We have certainly taken [the tenure issue] very seriously," adds Stanley Katz, president of the American Council of Learned Societies, an organization

that represents 58 professional societies in the humanities. "We've had several discussions about it at our board meetings and sent a letter sharing our views to the chair of the Board of Regents."

The center-stage status has created concern about a key component of the University's stature as a top research institution—the hiring and retention of faculty. Is the uproar having an impact? It depends on whom you ask.

Throughout the University there are reports of candidates for faculty positions routinely asking about the status of tenure. "We have been interviewing five candidates for a department head job," says Michael Martin, dean of the College of Agricultural, Food, and Environmental Sciences. "All five have mentioned the controversy. I don't know what the final impact will be, but it is

noteworthy that all asked—and that it was one of the first things they asked about."

"As a department chair deeply involved in the recruitment process, the tenure issue has made my job immeasurably more difficult," says Richard Leppert, head of the Department of Cultural Studies and Comparative Literature. This fall, his department brought five finalists for three faculty positions to the University for interviews. All asked for detailed information from him about the status of tenure before agreeing to be interviewed.

When one of the candidates was eventually offered a position as an associate professor with, as Leppert describes it, "an attractive package of compensation," she turned the University down.

"I think there were personal issues involved in her decision," he says. "But I'm also quite sure that tenure was a factor." Other deans, chairs, and department heads say they are also concerned but

that it is too early to tell what the long-term effect will be on recruitment.

On the other hand, one thing is already abundantly clear. Competing universities—some of them poised to face their own tenure crises—have wasted no time in taking advantage of the University's discomfiture, stepping up efforts to recruit faculty already employed here.

"Vultures is what we call them," says Richard Weisberg, director of the Institute of Child Development, with only the slightest trace of irony in his voice.

"We have routinely been ranked number one or two in the country," he continues. "It appears that many of our competitive schools are now exploring more fervently than ever the possibility of luring away some of our best faculty."

While the tenure controversy alone cannot be blamed for this sudden interest, Weisberg sees it as adding to an "overall

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University president Nils Hasselmo

by Nils Hasselmo

It's time for Minnesotans to decide what kind of University they want for the future—how good it will be, how strong it will be, how its returns on investment will be measured and rewarded. These most fundamental questions can be answered in the next few months; I firmly believe they *must* be answered.

The Board of Regents' biennial proposal has set the stage for longer-term investments by laying out a four-year financial framework. That longer horizon, encompassing the next two biennial proposals, allows the University and the state to define and address investment needs, and to do so with clearly stated, longer term goals and mutually understood measures of results.

Investments in faculty talent are clearly the most important in defining our quality and competitiveness for the future. Our goal is straightforward—to raise faculty compensation to the mean of our peer institutions within the next four years. Simply put, we know we can compete successfully on a level playing field.

Investments in technology and facilities are the other major keys to competitiveness and quality. Talented people must have the tools, and it is simply beyond question that information technologies will continue to transform society, the economy, and University research, teaching, and outreach in the future. It is also beyond question that those technologies require up-to-date facilities and infrastructures.

Over the last several years, we have proven that the University can plan and make—and has, indeed, made—meaningful reforms and documented change. We made—and we kept—public commitments to change and to improve quality in each of *University 2000's* strategic directions: undergraduate education, graduate and professional education, research, outreach, diversity, and user-friendliness. Those changes have made this a better University, producing better returns on both public and private investments.

We have also proven that we keep our commitments. We have reallocated every dollar that we promised—and then some. We have aggressively pursued new revenue sources to ease the pressure on taxpayers and students. We have demonstrated accountability through management reforms, redesigned administrative and support services, and well-publicized performance goals and critical measures.

For the first time in years, state revenues are healthy enough to permit serious discussion of meaningful, productive investments in the University. Unlike previous years, when the state's revenue limitations virtually prohibited thinking about increased investments, we now have the opportunity to be funded on our merits. I urge everyone in the University community to support our proposal actively, especially through personal contacts with your own legislators.

## Let it stand: In defense of the presidential search process

by Patrice Morrow

In the days leading to the selection of Mark Yudof as University president-elect, many people called for a new presidential search and search process. What was interesting about the controversy was the mix of people calling for a new search, and their reasons for this. For instance, conservative business leaders say that because the search process is not secret enough, the best candidates did not apply. In a letter published in the *December 6 Daily*, members of the Progressive Student Organization pronounced the search flawed because it was not open enough. If the most and the least conservative people inside and outside the University agree that the search process is flawed, it makes it hard to see how any process could be deemed successful.

I have served on the last two presidential searches. For a variety of reasons, I think

the 1996 Presidential Advisory Search Committee worked very well. With 11 members, it was possible to schedule meetings and interviews when all members could attend. Each member took the job very seriously. Each member was heard. The diversity of committee members was also refreshing: while faculty are the University, and students are its main consumers, they are not the only people who have a legitimate interest in how and by whom the University is managed.

Let's not fool ourselves. Confidentiality cannot be guaranteed. As long as one person considers his or her opinion to be superior to the recommendations of the committee, the situation can be remedied by delivering names to the newspaper.

In the 1988 presidential search, the appearance of his or her name on the short list of candidates to lead another university would automatically lose a president support with the university's stakeholders. In 1996, this no longer seemed to be the case: sitting presidents applied and when their names were leaked, they admitted to looking. Instead of abandoning their presidents, communities rallied to retain Auburn's William

Muse and Portland State's Judith Ramaley. So, confidentiality is not such a big issue if a candidate makes it to the short list. But there are times when confidentiality is critically important such as between the initiation and conclusion of the advisory committee's work.

Like it or not, smoky back rooms have been rejected by the public, and this is a public institution. Moreover, if the president were chosen through this backroom process, the hostility greeting the newly anointed president would significantly lower the probability of a successful presidency.

There is no perfect way to balance candidates' need for confidentiality, the desire of search members to check out the candidate, and the public's desire to be involved. As much as parts of the process frustrate me, I think the process used in the 1996 presidential advisory search committee was an excellent compromise. Let the law stand.

Patrice Morrow is professor and head, Department of Ecology, Evolution, and Behavior.

## FACULTY CONSULTATIVE COMMITTEE

### Anyone for a game of risk?

by Daniel Feeney

Debates over tenure have weighed heavily on the minds of faculty, the Board of Regents, and the administration this year. Despite the regents' action on the Sullivan II version of the tenure code as applied to the Law School and the Morris campus, this issue is far from settled.

The debate can be summarized simply as a tug of war. On one hand are enhanced regental or administrative controls, the perceived need for rapid institutional reaction time (so-called flexibility), the new "justify your existence daily" approach (so-called accountability), and the ever-varying winds of politically popular (or unpopular) issues.

On the other hand are the stability of the core academy, the uninhibited capacity for investigation, the vested interest of faculty in their institution and vice versa, and the development and application of knowledge. This could be characterized as the ideal, pure, academic (Utopian) management model. Neither model may be applicable in the 21st century without some modification. Care must be taken, however, to assure that the adjusted model will meet society's needs (in our case, the the world intellectual community as well as Minnesota taxpayers) and allow the institution to reach its teaching and research potential.

The tenure debates have played out, unfortunately, as battles of accountability and institutional flexibility (per the Board of Regents and some members of the state's elected representatives) versus faculty job security. As long as the public perceives job security as tenure's central theme, the faculty will be perceived as asking for more than they deserve.

The public generally seems to misunderstand the reasons for tenure. Academic tenure enables open discussion, active debate, and uninhibited investigation. The key words here are "open," "active," and "uninhibited." Stated simply, you are not free to perform investigations or engage in vigorous debate if your job is jeopardized by how you think or what you say.

Tenure protects academic freedom.

Whether tenure<sup>1</sup> is relevant in the academic environment can be determined by answering these questions: Do you dare question the status quo? Do you dare openly question authority or the judgment of those in authority? Do you dare ask questions that could yield information detrimental to influential parties or entities? Do you dare investigate sensitive or politically unpopular issues and report your conclusions without fear of job-related reprisal? Do you dare question the conclusions of those currently viewed as influential experts? If you answered "no" to any of these questions, you have just made the case for academic tenure.

The principle of academic freedom lends itself to controversy because its arenas are complex: advancing the frontiers of knowledge; investigating the aggregate human knowledge base in search of understanding; searching for tangible and intangible influences on quality of life; and analyzing or debating the ramifications of human activities. Although probably oversimplified, this seems to be where the paradigms diverge. In the eyes of some, this is where "academic freedom" permits some scholarly pursuits to go beyond the mainstream.

That's why, however, the system has checks and balances beyond the institution. To be considered worthwhile, scholarly or artistic endeavors must be open to challenge by being published, heard, and/or viewed. Furthermore, funds must be secured to execute some investigative or creative endeavors, and fund availability is based on priorities usually determined outside the academy. A board or an individual imposing intra-institutional guidelines or limits on research thus obviously compromises academic freedom.

The balance between stability and flexibility or between accountability and tenure must be debated in the open. Unfortunately, this has not occurred to date. Instead of an open, informed, honest, and forthright discussion, we have witnessed several dismal alternatives. We have heard the institution's management problems blamed on the principle of tenure rather than on its misapplication. We have seen the individuals responsible for the institution's academic credibility being viewed as the problem. We have an

institution (through the Board of Regents) asking for unqualified loyalty from the faculty while viewing them as expendable commodities. We see reportedly scarce resources—supposedly jeopardized by the presence of tenured faculty—spent on a host of expensive, outside "expertise." We have mistrust among the Board of Regents, the administration, and the faculty, limiting constructive discussion. Finally, we have devolved to legally imposed status quo orders, pontifically motivated cooling off periods, and self-imposed reinforcement of our respective paradigms.

When higher education is diminishing as a priority, and the competition for resources at all levels is increasing, why have the regents—or at least a subset thereof—come to see themselves as saviors of the institution while abandoning their prescribed role as institutional advocates? When the public questions the University, logic would dictate that the Board of Regents, administration, and the faculty pull together instead of squabbling among themselves. Could what's going on be construed as drawing lines in the sand while ignoring the approaching tidal wave?

—Daniel Feeney

Daniel Feeney is chair of the Faculty Senate Committee on Faculty Affairs.

#### Footnote:

<sup>1</sup> A tenure contract usually implies reasonable employment security although often at a lower compensation rate than comparable disciplines in the nonacademic sector.

*Kiosk* welcomes letters to the editor and opinion pieces. To be considered for publication, opinion pieces should be between 250 and 500 words, and letters should be under 150 words. Send copy and disks to *Kiosk*, University Relations, 6 Morrill Hall, via campus mail, or e-mail us at [urelate@gold.tc.umn.edu](mailto:urelate@gold.tc.umn.edu)

## CIVIL SERVICE COMMITTEE

## Unionization is also civil service issue

A great deal of attention has been given to the tenure/unionization issues being faced and voted on by various units of the University's faculty. The unionization efforts that have also been targeted at the employees represented by the Civil Service committee have largely been ignored. The question of whether the committee should oppose or support unionization was recently the subject of debate by the committee, and we felt it is important for you to know that at our November meeting we approved the following resolution in opposition.

"WHEREAS, the mission of the Civil Service Committee is to represent the professional interests of civil service employees (those employees who are non-faculty, non-P&A, non-bargaining unit represented, and non-hospital employees). The committee participates in the shared governance structure of the University of Minnesota, supporting accomplishment of the University's mission; and

"WHEREAS, University of Minnesota employees who are represented by a bargaining unit do not participate in the University's governance system; and

"WHEREAS, the current constituency represented by the Civil Service Committee consists mainly of professional and supervisory employees; and

"WHEREAS, the size of the constituency the Civil Service Committee represents can be a major factor in the Committee's effectiveness in the University's consultative process;

"THEREFORE, BE IT RESOLVED THAT:

"The Civil Service Committee is opposed to the unionization of either the professional or supervisory employees at the University of Minnesota.

"BE IT FURTHER RESOLVED THAT:

"No resources of the Civil Service Committee shall be utilized toward the unionization of either the professional or supervisory employees at the University of Minnesota."

The vote of the Civil Service Committee on this resolution was not unanimous. In fact, the Civil Service Committee was encouraged to remain neutral on this issue, a position not favored by the majority of the committee.

Over the past few months, I've been contacted by numerous civil service staff members about the unionization activities. The above position statement is the Civil Service Committee's response to those who requested we go on record in regard to this issue.

From my perspective as chairperson of the Civil Service Committee, as well as a long time University employee, the greatest loss from a successful unionization effort would be loss of our participation in the University's governance system. There are many constituent groups at the University of Minnesota. There are only a few consultative groups.

The Civil Service Committee is routinely consulted on major University of Minnesota issues. In the past eight months, we've provided input into the decision-making process on many issues. To name only a few: Statement of Desired Leadership Characteristics for the Next University of Minnesota President; changes in the University grievance policy; the changeover to the delayed biweekly payroll system; the biennial budget request; administrative process reengineering proposals for the University's human resources system (training and development, staffing, compensation, and dispute resolution); a new Human Resources information system; and the University Hospital/Fairview merger.

Is the loss of this consultative role worth the advantages of bargaining-unit representation? Certainly not from my perspective, but we all need to decide ourselves on this issue.

*Sue Weinberg, Chair  
Civil Service Committee*

## Letters

### Commission on Women has inclusive history

As a member of the Commission on Women's executive committee from its inception until my retirement, I want to respond to Barb Nesheim's report in the December 1996, issue, as it confirms my fears that the University's histo-

ry is constantly being forgotten.

The Commission has, from its first formation, had men as members and has always welcomed the assistance and support of progressive men for carrying out its goals. Likewise, Ms. Nesheim's information about civil service women is mistaken, as they have been members from the first. They were more formally incorporated into the Commission in 1994 under the leadership of Professor Janet Spector, first head of the Commission

and a strong adherent of making the Commission as diverse a body as is possible. The first civil service coordinator was Cheryl Hays, who was chosen through a nomination process in which all civil service women on the Twin Cities campus were invited to participate.

*Anne Thorsen Truax  
Retired*

### Tenure

*continued from page 3*

atmosphere" that he believes has led some top faculty at the Institute "to wonder if this is the place they want to stay."

"I know of three faculty members here who are interviewing at other schools," he says. "To show direct causation to the tenure issue alone may be difficult, but it certainly seems to be playing a role."

Other deans and department heads note a similar restiveness among their faculty—and among competing schools. "Other universities might sympathize with the difficulties we've been having with the issue, but also see it as an opportunity to come and hire our best people," says H. Ted Davis, dean of the Institute of Technology. "And once an exodus starts, it destabilizes things." With the original regents' proposal scraped, Davis says that faculty fear is subsiding in IT.

But more than faculty have been affected by the dispute. At UCLA a letter was recently circulated among sociology students advising them against applying to the U for their graduate studies. Meanwhile, some CLA students have begun asking their advisers whether they

should transfer from the University because they fear the college is going to lose its best faculty.

None of those interviewed held any truck with the often-heard theory that the tenure controversy will not hurt faculty hiring and retention because there's a "buyers' market" for academics. For every tenure track position at the University, this theory goes, there are as many as 200 candidates. So what's the worry?

"There may be 200 applicants for every job," says Davis, "but there are not 200 top faculty applying for every job. They are the product of a sublimation that takes place throughout the whole system of higher education. There is no such thing as a 'buyers' market' for proven talent."

CLA dean Steven Rosenstone is even more vehement than Davis on this point.

"There's no doubt I can fill positions," he says. "But I assume—and hope—that the expectation is that we get more than warm bodies to stand up in front of class."

To counter some of the bad publicity—and to try to bring the outside world up-to-date with what is actually happening with tenure—Rosenstone has met exten-

sively with alumni to shore up their support for the U. He has also assured CLA departments that they can extend their searches for faculty into next year—if the right candidates do not appear in the coming months. Other deans, directors, and department heads contacted by *Kiosk* reported similar efforts.

"The best thing that can happen is for us to dial down the internally created chaos and have a period of relative peace and calm," says Weisberg. "If the legislature sends us a message that we really are a valuable asset to Minnesota by funding the legislative request, that will help too by reassuring the faculty that we still have public support."

*—Richard Broderick*

# Kiosk

Volume 3, Number 1 January 1997

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The purpose of *Kiosk* is to contribute to a sense of community among University of Minnesota faculty, administrators, and staff by providing information on current, upcoming, and ongoing issues relevant to major institutional decisions; providing a forum for dialogue among administrators, other governance structures (e.g., Senate, P&A Advisory Committee), and faculty/staff; providing information on the regional and national events affecting our community; visibly honoring the work, lives, and accomplishments of faculty, staff, and administrators; providing information, such as professional tips, that will help the work of faculty, staff, and administrators; and adding to accessibility of other information available via Gopher, electronic bulletin boards, and newsletters.

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# Getting here from there

**"Academia is a community of scholars united only in a common complaint about parking."**

—Clark Kerr, former president  
University of California

As many as 100,000 people come to the Twin Cities campus every day. Most come by car. And most drive alone, inching through a traffic tangle that only worsens as roads become a mesh of snow and ice. Like now.

For these motorists—mostly faculty, staff, and students, but visitors as well—the headache isn't just about getting here. It's about parking here: where, at what cost, and how far away.

The University of Minnesota is the second- or third-largest traffic generator in the Twin Cities, and the 18th-largest parking operation in North America. This means that whatever turn University fortunes take, one issue remains constant. "Everyone wants to know where they're going to park," says Paul Tschida, the University's vice president for health, safety, and transportation.

Tschida and his colleagues from Parking and Transportation Services talked about that at a half-day conference they hosted for University participants last month. The goal wasn't to settle all the transit dilemmas facing the University, but to define the issues and influences affecting long-term transit planning. And there's clearly more than meets the eye.

For one thing, economic and cultural factors have created a steadily increasing demand. "Since the demise of the street-car and the rise of urban sprawl, we've relied increasingly on the automobile for transportation," says Tschida, pointing out that today, 40 percent of University users live more than five miles from campus.

On top of increased demand has been a corresponding decrease in campus parking spots as new buildings have taken—or threaten to take—away surface area.

The new Carlson School of Management, for example, took away 300 spots; the proposed Gateway Center at Oak and Washington would eliminate from 800 to 1000 more.

While it's clear that the problem has worsened, what isn't clear is what lies ahead as even more complex issues emerge. Take, for example, two cultural trends: the shift toward lifelong learning and the emphasis on distance education. The first would seem to bring more people to campus, while the other might enable them to stay away. How that balances out will have an enormous impact on transit planning.

"What we have to try to understand is, what does 'knowledge-based era' mean for us?" says Ann Pflaum, University College's associate dean and a conference participant. "If I were predicting, I'd come down on the side of increased transit needs. If you assume lifelong learning is crucial, you want people to have a lifelong relationship with your institution. We can't assume that because we're the U, people will come to us for their continuing education needs.



They're more likely to say, 'I'd like to go to the U, but there's no place to park.' The group we have to worry most about is the adult learner."

Then there are apparently unrelated issues like the U's new guaranteed four-year graduation rate. Fulfilling that pledge will mean more people will be taking afternoon classes, which in turn could generate whole new traffic patterns.

An increase in apartment-style on-campus housing also has to be considered. The student who cooks in an on-campus apartment residence will likely need a car to get groceries, since there aren't grocery stores nearby. Says Plaum ruefully, "We'll never have the luxury of a nar-

## Parking and transportation: U factoids

No. of people the U serves daily	80,000-100,000
No. who live more than 5 miles from campus	40%
% who use single-occupant vehicles to get to work	47%
The national average	94%
Total number of parking spaces on campus	20,436
No. of these in lots	10,490
No. of cars parked last year	6,037,077
Cost of a garage contract	\$65/month

## Car breakdown: who you gonna call?

If you drive to work, there are plenty of things more frustrating than parking. Like locking your keys in the ignition of your running car. Or hearing the deafening sound of silence as you try to start your engine at the end of a frigid January work day. Or finding a pancake of rubber where your rear tire used to be. The U's Motorist Assistance Program (MAP) will get you back in the driver's seat in no time. The program, which began in October 1993, has since logged nearly 12,500 service calls, 93.1 percent of them successful completions of vehicle unlocking, jump starts, and tire changing. Sponsored by Parking and Transportation Services, the free service is available 7 a.m.–midnight, Monday through Thursday and 7 a.m.–10 p.m. on Friday, to Twin Cities campus employees, students, and visitors. If you need help from MAP, just call: 624-PARK.

row point of view."

Tschida says that solutions must begin with values. Right now, there's a high cultural priority on convenience. "What we want is to drive to work, park free at the front door, and get in safely," says Bob Baker, director of Parking and Transportation Services for the Twin Cities campus.

"We can't just tell people to use other means of transportation if they're not convenient or available," Tschida adds.

On the other hand, if there are ways to combine convenience with environment-friendly transportation, the U may have an obligation to take the lead in shaping those ways. Indeed, the University's campus master plan does call for reducing the number of parking lots, ramps, and garages, emphasizing instead a residential campus redesigned for pedestrians who can move safely among cars, bikes, inline skaters, and buses, and can meet most of their needs within a 10-minute walk.

In that vision, campus streets would be redesigned as public places, sort of like parks or public squares, with generous street plantings, benches, ornamental lights, and shelters and a mix of academic, retail, housing, and food services that would draw people at all times of day. The vision includes wide sidewalks, narrow car lanes, and various traffic-calming devices like speed bumps, boulevard landscaping, and stop signs.

That vision won't be reality any time soon, however. Some goals will take as long as 10 years to accomplish. Meanwhile, the U continues to be a major player in the nation's \$30-billion-a-year parking industry as it takes an ever-more thoughtful approach to transit planning.

—Mary Shafer

—Mary Shafer

## David Hunter: the ultimate commute

Eight minutes after he leaves his home, radiology professor David Hunter is at work, following a commute along the East River Road that he calls "fun" and "uplifting."

"When I get to work, I'm jazzed," he says. Not to mention that parking is unbelievably easy.

That's because Hunter doesn't own a car. Hasn't, in fact, since 1972 when he was a medical student and sold his four-cylinder Saab for a dollar. He bikes or jogs to campus every working day, preferring to bike whenever it's not dangerous, a condition he describes as either very icy or colder than -20° wind chill.

Hunter's means of getting to work isn't for everyone, and he's under no illusion that his choice would be an answer to the U's parking and transportation issues. "It's a level of intensity most people probably wouldn't want," he says. "And you really can't do this if you live more than five miles away from campus," he says. "There are too many obstacles."

But for those who would so choose, there are incredible benefits, he says. "It's an automatic uplifting component of my day," he says. "It's enforced exercise in the morning and at night it helps clear the cobwebs. Then there's the utility motive. If you and I leave at the same time and I have the bike and you have the car, I'll get there faster. I can bike literally from door to door."

Of course car-free living isn't just about getting to and from work. It

involves a whole lifestyle. "You make different choices," Hunter says. "You go fewer places. You have the great luxury of saying 'no' to people. You shop for groceries more frequently."

Hunter's decision was one he and his wife made when they got married. "We gave up the car because we did not want to contribute to the degradation of natural resources," Hunter says. And although he

believes that "the consequences of a car-based society are almost uniformly negative," he doesn't proselytize about his choice. "It's not the U's job to convince society to use the bike as a commuting tool," Hunter says. "There are definitely more people biking now than there were 20 years ago, but we're talking fractions. There is also a marked increase in people living farther away."

What he does feel passionate about is following the rules. "The bike stays at the level of toy where people don't use it properly," he says. "Then bikes aren't taken seriously as commuter vehicles."

Hunter continues to be involved in both University and community efforts to increase the number and quality of area bike paths. He credits the U with being open and forward-looking in thinking about transportation, although he does see a problem on campus in the "lack of quality bike stands protected from the elements."

In the meantime he keeps pedaling, relishing his door-to-door bicycle commute.

"It's the ultimate convenience," he says.



David Hunter bikes to work every day—except for the days he jogs.

Photo by Tom Foley

## Resolving to manage your career

Happy 1997! This is the time of year to start thinking of resolutions. Can't come up with any? How do these sound to you?

"I resolve to find more meaning in my work."

"I resolve to learn more about my interests and skills."

"I resolve to make progress on my career goals."

"I resolve to attend at least one Employee Career Enrichment Program Workshop."

Our winter quarter schedule contains some brand new workshops. Space is limited, so sign up early.

### FIRST STEP: Introduction to Career Planning

■ Creating a Meaningful Worklife: In-Depth Self-Exploration

This interactive workshop will give you an overview of career planning as you partici-

pate in self-assessment exercises, learn what is important to you, and identify your ideal work situation.

Tue., January 14, 1:30-4:30 p.m., 210 Donhowe

Wed., February 5, 9 a.m.-noon, 210 Donhowe

### ■ Career Coaching for Supervisors

As a supervisor, it can be challenging to manage your own career, let alone help your staff with theirs! This workshop will help you develop skills to become a better career coach, for yourself as well as your employees.

Wed., February 19, 1:30-4:30 p.m., 210 Donhowe

### SECOND STEP: Self-Assessment

■ Self Exploration with the Campbell Interest and Skill Survey (CISS)

Get a framework for understanding your pattern of interests and skills, and compare your responses with those of professionals in selected occupations.

Part 1: Tue., February 11 (Take Assessment), 10-11 a.m., 210 Donhowe

Part 2: Tue., February 18 (Go Over

Results), 10 a.m.-noon, 210 Donhowe

(Note: This is a two-session workshop! \$10 fee due at first session.)

■ Exploring Your Interests with the NEW Strong Interest Inventory (SII)

If you want to explore a wide variety of career options, this is the instrument for you. Identify your interests and learn which careers best match your preferences. By the end of the workshop, you may have a list of new careers to explore.

Part 1: Wed., January 22 (Take Assessment), 9-10 a.m., 210 Donhowe

Part 2: Wed., January 29 (Go Over Results), 9-11 a.m., 210 Donhowe

(Note: This is a two-session workshop! \$10 fee due at first session.)

### THIRD STEP: Implementing Your Goals

■ The Career Plateau—Time for Reflection. Time for Renewal

No matter how creative, skillful, or experienced, we eventually reach a point in our careers where we feel less challenged, energized, and appreciated. Come explore this common phenomenon of the "career plateau" and how you can manage it.

Thu., March 6, 10-noon, 210 Donhowe

■ Job Search Strategies

Did you know that 80 percent of all job openings aren't posted in the paper? We will give you an overview of how to explore this "hidden job market." You'll learn creative networking and marketing techniques that will help you find opportunities both inside and outside the University.

Tue., February 25, 9-11:00, 210 Donhowe

Wed., March 12, 1:30-3:30 p.m., 145 Classroom Office Building (St. Paul)

■ Getting There: Taking Action on Your Career Plans

Now that you know what you want, how do you get there? "Getting There" focuses on ways to make career decisions, find the support you need, set reasonable goals, overcome fear, anxiety and resistance, and take risks to turn your dreams into reality.

Tue., February 4, 10-noon, 210 Donhowe

Tue., March 4, 1:30-3:30 p.m., 145 Classroom Office Building (St. Paul)

■ Marketing Yourself

To be competitive in today's marketplace, you need more than excellent credentials. You need to sell yourself to prospective employers. Learn how to use self-marketing tools (i.e. resumes, cover letters, and interviews) to your advantage. We'll cover the basics of resume writing, handling difficult interview questions, and using technology to market yourself. Bring a resume if you have one! This is an excellent complement to our Job Search Strategies workshop.

Wed., February 12, 9 a.m.-noon, 210 Donhowe

Tue., March 18, 1:30-4:30 p.m., 210 Donhowe

### TO REGISTER:

■ Register on-line at <http://www.umn.edu/ohr/ecep>

■ Send your name, phone number, campus address, e-mail address, and which workshop(s) and date(s) you will attend. e-mail: [ecep@tc.umn.edu](mailto:ecep@tc.umn.edu) fax: 627-4343 mail: Employee Career Enrichment Program, 1313 5th St. S.E., Suite 220

■ Call us: 627-1041.

—by Eric Schnell

Eric Schnell is a counselor at the Employee Career Enrichment Program.

## F.Y.I.

### Talk about issues

Electronic forum for discussing semester conversion and internationalization is now on the Web, sponsored by the Institute of International Studies and Programs (ISP). ISP's site also contains 11 faculty-authored working papers and reports from the East Asian Strategy Committee and Long-Term Strategy Committee. To read the reports or to find out how to join the discussion list, choose "Publications and Other Resources" at ISP's Web site: <http://www.isp.acad.umn.edu/>.

### Plant your dial at 1400

Gardening questions from the simple to the scientific are answered on the Northern Lights Gardening show Saturdays from 8 to 9 a.m., KLBB-AM 1400. Ralph Bashoum, trustee of the Minnesota Landscape Arboretum, and Jody Fetzer, integrated pest management specialist from the Arboretum, are hosts.

### Fitness finesse

Weight management class will begin January 15 and meet early Wednesday mornings for eight

weeks at the Rec Center. Focus is on nutrition, fitness, and motivation. The group also works out together in the lower fitness center of the Rec Center, which is open only to those in the class. Cost is \$50 for Rec Sports members and \$65 for non-members.

Rec Sports also features Operation Activity, a competition for faculty/staff teams who keep track of individual workouts (miles run/walked, laps swum, etc.), then add those miles together for a team score. The team with the highest scores wins free membership for a quarter. For more details on either activity call Christen Vannelli at 626-0553, or Lisa Carlson at 626-8822.

### Student Employment moves

The Student Employment Center has relocated from Fraser Hall to the Donhowe Building, 319 15th Avenue S.E.

With the move, student employment, non-academic, and graduate assistant staffing are in one location. The new name for the combined operation will be the University of Minnesota Job Center.

Haase and others to develop a new way to count HIV particles in lymph tissue. And Dr. Dorothy Hatsukami's cocaine study was carried by *The New York Times*, *Star Tribune* and Mutual Radio. *The Star Tribune*, *Pioneer Press*, *City Pages* and KBEM radio carried news of the Children, Youth and Family Consortium's fifth anniversary party on November 16.

■ A study on the relationship between suicide and welfare rates by Prof. Shirley Zimmerman was featured in the *Chronicle of Higher Education*, *Emerge* magazine in mid-November. And a donation to the Gay, Lesbian, Bisexual Transgender program to set up an endowment for gay and lesbian studies made news in the *Associated Press*, *Star Tribune*, *Pioneer Press*, *WCCO-AM*, and numerous gay publications.

## Kudos

■ **Aerospace Engineering and Mechanics' Army High Performance Computing Research Center** has received the 1996 Commander's Educational Award for Excellence from the U.S. Army Soldier Systems Command in Natick, MA. The award citation credits the U's leadership, collaborative research, and educational efforts, particularly in parachute modeling.

■ **W. Andrew Collins** has been chosen to fill the professorship made possible by the Rodney S. Wallace Endowment in Teaching and Learning. The endowment, created by Twin Cities businessman Rodney S. Wallace, will help the college continue to provide programs and educational opportunities for people from all socioeconomic backgrounds. Collins is a professor of child psychology, an award-winning teacher, and past director of the Institute of Child Development.

■ **Gary Gillmor** received the Constitutional Law Award from the Twin Cities law firm of Mansfield & Tanick, P.S. The annual award is given annually for notable achievement in enhancing the constitutional rights of citizens. Gillmor is Silha professor of media ethics and law.

■ **Jo-Ida Hansen** is the 1996 recipient of counseling psychology's most prestigious award, the Leona Tyler Award for Contributions to Research and Professional Service. Hansen, professor in the Department of Psychology and director of the Center for Interest Measurement Research, has been on the faculty since 1974.

■ **Mary Jo Kane** is the first holder of the Dorothy McNeill and Elbridge Ashcraft Tucker Chair for Women in Exercise Science and Sport. The chair, made possi-

ble by an initial \$1 million gift from Dorothy McNeill Tucker, will foster research on women and girls in sport and create a national forum for scholars to share their knowledge with policy makers and the public.

■ **Donald Rasmusson**, professor in agronomy and plant genetics, is one of three recipients of the 1996 Siehl Prize for Excellence in Agriculture. The \$150,000 prize is awarded biannually in the areas of agribusiness, production agriculture, and academics. Rasmusson, who has led a barley breeding and genetics team for 33 years, received the prize in academics.

■ **Stuart J. Schleien** received the Theodore and Franklin Roosevelt Award for Excellence in Parks and Recreation Research from the National Recreation and Park Association (NRPA) at the group's annual congress in October. Schleien is professor and head of recreation, park and leisure studies.

■ **Linda Strand** is a co-recipient of the American Pharmaceutical Association Remington Honor Medal, the pharmacy profession's most prestigious award. She and University of Florida, Gainesville professor C. Douglas Hepler won the award for their work in developing the concept of pharmaceutical care. Strand is an associate professor in the College of Pharmacy.

■ **Roby Thompson** is the Academic Health Center's new vice provost for clinical affairs. In the newly created position, Thompson will implement and oversee provisions of the affiliation with the Fairview Health System. He has been chair of the orthopaedic surgery department. Thompson's appointment is effective immediately; he will assume his duties full-time by March 1.

## Media Watch

■ We're delighted—though we're probably genetically predisposed to that sort of sentiment—to report that psychology professor David Lykken was featured in the *Chronicle of Higher Education* on November 1 for his research on the heritability of happiness.

■ Minnesota Public Radio talked with genetics and cell biology professor David Fan on election day about his analysis of how press coverage predicts public opinion.

■ Lots of medical news hit the press in November, including oncologist Keith Skubitz's research on an Interleukin-2 cancer therapy administered by inhaling. TV stations in Chicago, Omaha and Pennsylvania as well as the Twin Cities carried stories on it. *The Star Tribune*, *Pioneer Press*, and KTCA-TV did stories on the work of microbiologist Ashley

# January calendar

To find out more about individual U theaters, museums, and events, travel through the Web to <http://www.umn.edu/tc/alumni-visitors/galleries.html>.

## OF NOTE

1/Wednesday

New Year's Day, University offices closed

6/Monday

Winter quarter classes begin

20/Monday

Martin Luther King, Jr. Day; classes excused and University offices closed

## EXHIBITS

Through January 5

**"Theatre of the Fraternity: Staging the Ritual Space of the Scottish Rite of Freemasonry, 1896-1929"**

Imagery, ritual, and elaborate theatrical productions of the Scottish Rite, a segment of the larger Masonic movement. **Weisman Art Museum.** FFI: 625-9678

Through January 26

**"Double Vision: Forty North American Metal Artists"**

Twenty collaborative works by 40 artists in metalworking. **Weisman Art Museum.** FFI: 625-9678

Through January 26

**"Textus: An Exhibition of 20th Century Calligraphy"**

A number of recognized contemporary calligraphy artists are featured.

**Weisman Art Museum.** FFI: 625-9678

Through January

**"Coming Apart at the Seams: Style and the Social Fabric in the 1920s"**

A collection of fashions and decorative arts in honor of the Goldstein Gallery's 20th anniversary.

**Goldstein Gallery.** FFI: 624-7434

Through February

**Minnesota Impressionists**

A collection of paintings and drawings from 20 artists who have lived or worked in Minnesota and whose art was strongly influenced by Impressionism.

**Alice Tweed Tuohy American Gallery, U of M Duluth.** FFI: 218-726-7056

January 8-31

**All-Campus Faculty Exhibition**

**Katherine E. Nash Gallery.** Willey Hall, 225-19th Ave. S.

January 24-March 16

**Buildings Celebrated/Celebrated Buildings**

From the Weisman's permanent collection of outstanding paintings and works of art illustrating the built environment.

**Weisman Art Museum.** FFI: 625-9678



January 24-March 16

**Faculty Juried Exhibition**

New work by selected faculty members from the College of Architecture and Landscape Architecture.

**Weisman Art Museum.** FFI: 625-9678

## CONCERTS

16/Thursday

**Faculty Recital**

Guitarist Jeffrey Van and a "duologue" featuring flutist Susan Morris DeJong and guest English horn artist Mark Seerup. 8 p.m. Free.

**Ferguson Recital Hall**

19/Sunday

**High School Honor Band Concert**

Conducted by Craig Kirchoff. 12:30 p.m. Free.

**Ted Mann Concert Hall.** FFI: 624-6868

19/Sunday

**Martin Luther King Jr. Concert**

Featuring the Steeles. 4 p.m.

**Ted Mann Concert Hall.** FFI: 624-6868

25/Saturday

**Faculty Recital**

Chris Brown, principal bassist of the SPCO, presents "A Bass Night Out," featuring an eclectic collection of works for string bass. 8 p.m. Free.

**Ted Mann Concert Hall.** FFI: 624-6868

26/Sunday

**"Cathedral of Sound"**

With the U of M Philharmonia Orchestra and St. Paul Cathedral Cantores. Keith Clark conducts a performance featuring Schubert's *Symphony No. 8* and Mozart's *Requiem*. 2:15 p.m. \$5 donation requested.

**Cathedral of St. Paul**

27/Monday

**Organist Dean Billmeyer and the U of M Brass Choir.**

David Baldwin conducts the music of Bozza, Gigout, Respighi, Barber, and others. 8 p.m. Free.

**Northrop Auditorium**

31/Friday

**U of M Symphonic Wind Ensemble and Symphonic Band**

Craig Kirchoff conducts Janacek's *Sokol Fanfare*, Poulenc's *Suite Francaise*, Stravinsky's *Symphonies of Wind Instruments*, and Dahl's *Sinfonietta*. 8 p.m. Free.

**Ted Mann Concert Hall**

## FILM

19/Sun, 20/Mon, 21/Tues.

**W.E.B. DuBois: A Biography in Four Voices**

(1996; 114 minutes)

Special video presentation. Sun. & Mon.: 2 p.m.; Tues.: 3 p.m.

**William G. Shepherd Room, Weisman Art Museum**

10/Friday & 11/Saturday

**"Braveheart"**

Fri.: 7 p.m.; Sat.: 1 p.m. \$2 students; \$3 general public.

(1995; 178 minutes)

**St. Paul Student Center Theatre**

17/Friday & 18/Saturday

**"Courage Under Fire"**

Fri.: 7 p.m., 9:30 p.m.; Sat: 1 p.m. \$2 students; \$3 general public.

(1996; 116 minutes)

**St. Paul Student Center Theatre**

24/Friday & 25/Saturday

**"A Thin Line Between Love and Hate"**

Fri.: 7 p.m., 9:30 p.m.; Sat.: 1 p.m. \$2 students; \$3 general public.

(1996; 108 minutes)

**St. Paul Student Center Theatre**

30/Thursday

**Cabin Fever Nights: Buildings on Film**

"The New Modernists: Nine American Architects"

(59 minutes).

"Beyond Utopia: Changing Attitudes in American Architecture," (58 minutes); 7 p.m.

**Weisman Art Museum**

31/Friday & 1/Saturday

**"Feeling Minnesota"**

Fri.: 7 p.m., 9:30 p.m.; Sat.: 1 p.m. \$2 students; \$3 general public.

(1996; 95 minutes)

**St. Paul Student Center Theatre**

## LECTURES, WORKSHOPS & CONFERENCES

5/Sunday

**"Dynamics of Contemporary Manhood: Ritual, Initiation, and Space"**

Robert Bly as keynote speaker with panel discussion by Leonard Duroche, James P. Nelson, and Craig Wilkins. 2 p.m.

**Weisman Art Museum's Dolly Fiterman Riverview Gallery**

12/Sunday

**Travelogue Slide Lecture: Garden Tour Preview**

Slide preview of four 1997 Arboretum-sponsored tours to Charleston and Savannah; England and Scotland; Pacific Northwest and Vancouver; and San Francisco and Bay area. Free with regular paid gate admission. Adults: \$4. 1:30-3 p.m.

**Minnesota Landscape Arboretum** FFI: 443-2460.

15/Wednesday

**Communication Technology Conference**

Radisson Hotel Metrodome, 8 a.m.-4:30 p.m.

Conference attendees will learn to plan for, manage, and implement communications technology.

To register call 624-1611 or visit the Web site:

<http://x150-185.ejack.umn.edu/conf.html>.

18/Saturday

**Creating Topiaries with Herbs**

Minnesota Landscape Arboretum, 1-3 p.m.

FFI: 612-443-2460

23/Thursday

**Photo Talk: Slide/lecture Presentation**

Featuring 1996 McKnight Fellowship recipients Jeff Millikan and Steve Williams. West Bank Union Auditorium, Willey Hall. 7 p.m.

23/Thursday

**Seminar: "Voluntary Victims"**

Velv Greene of the Lord Jacobovitz Center for Jewish Medical Ethics, Ben-Gurion University, Israel. 7 p.m. Free. Room 365, Ford Hall.

25/Saturday

**Floral Jewelry Workshop**

Minnesota Landscape Arboretum, 10 a.m.-noon (also Saturday, February 3). FFI: 443-2460

28/Tuesday

**Bag Lunch Discussion**

Changing careers and identifying transferrable skills, featuring Lonna Szczesny, program director for Women in Transition. Noon-1 p.m., 210 Donhowe. To register for this free event, call Juan Carlos Cervantes at 625-2031 or e-mail [cerv0007@gold.tc.umn.edu](mailto:cerv0007@gold.tc.umn.edu). Limit: 40 participants.

## FAMILY ACTIVITIES

December 30-January 3

**Winter Wildlife Camp**

Find out what happens to mosquitoes and fish in the winter. Includes overnight program on New Year's Eve. Grades 1-3. Cost: \$125 members; \$140 nonmembers.

**Bell Museum of Natural History.** FFI: 624-9050

5/Sunday

**Track Detectives, Bog Area**

Identify various animal tracks in a selected part of the Arboretum. Free with regular paid gate admission: \$4 adults; \$1 kids 6-15; free for members and kids under 5. 1-3 p.m.

**Minnesota Landscape Arboretum.** FFI: 443-2460

January 17-18

**Children's Overnight**

Meet some of Minnesota's most exciting animals up close, then curl up in your sleeping bag and listen to spooky animal stories with the Bell Museum staff. Drop-off: 7 p.m. Friday; Pick-up: 10 a.m. Saturday. Members: \$25; Non-members: \$30. Paid registration deadline: January 3.

**Bell Museum of Natural History.** FFI: 624-9050

19/Sunday

**Dried Plant Weavings**

Informal activity for the whole family. Dress for a visit to the outdoors to collect materials to weave on a natural loom. Activity free with regular paid gate admission: \$4 adults; \$1 kids 6-15; free for members and kids under 5. 1-3 p.m.

**Minnesota Landscape Arboretum.** FFI: 443-2460

20/Monday

**Japanese Garden serenity tour**

Garden volunteers take you on a guided walk through the winter splendor of the Arboretum's own Japanese Garden. Visitors will also be able to view an hour-long video on Japanese culture. Free with regular paid gate admission: \$4 adults. Tours are at 10:30, 11, or 11:30 a.m.

**Minnesota Landscape Arboretum.** FFI: 443-2460

20/Monday

**Family "Green-Up" Day**

The whole family can visit activity stations to start plants from cuttings and plant-able groceries, search for fragrant orchids and other tropical wonders in the Conservatory, and zoom in on the magical world inside plants through Dr. Dissecto's microscopes. Pre-schoolers can stop by the Storytime Corner to listen to tales of garden adventures. Free with regular paid gate admission: \$4 adults; \$1 kids 6-15; free for members and kids under 5. 9 a.m.-noon.

**Minnesota Landscape Arboretum.** FFI: 443-2460

Send calendar items by fax: 624-6369; by e-mail: [urelate@gold.umn.edu](mailto:urelate@gold.umn.edu); by mail: **Kiosk, University Relations, 6 Morrill Hall.** Deadline for February's calendar is Monday, January 13.

**In this issue:**

- Response to Civil Service Committee, page 3
- The U expands international focus, page 4
- UMC's ag aviation program flies high, page 6

# Kiosk

The Newspaper by  
and for University of  
Minnesota Faculty  
and Staff

<http://www.umn.edu/urelate/kiosk/>

## University research grants: managed or manacled?

**Y**ou could say that the federal government's decision to sue the University is a lot like putting leg irons on a sprinter.

After all, the University had been moving forward on track since August 1993 when, after publicizing its findings about ALG funds mismanagement, it had launched a University-wide initiative to build a model grants management program. That effort had succeeded so well that other universities wanted to copy it, and even the National Institutes of Health (NIH)—which had applied the "exceptional organization" label, by filing a \$100 million suit using the False Claims Act, and by punishing the University for its own self-disclosure. In effect, it had paralyzed the U's momentum.

U officials underscore that this effort was totally separate from the other major issue between the U and the government, one that months of negotiations had failed to resolve: the legal civil settlement for ALG funds mismanagement.

Now, officials said, the government was tying that civil case to the grants management issue in a "rigid, punitive, excessive way" by refusing to remove the "exceptional organization" label, by filing a \$100 million suit using the False Claims Act, and by punishing the University for its own self-disclosure. In effect, it had paralyzed the U's momentum.

For the University, the sting wasn't so much in the federal government's demand for money—although the University does bristle over the \$100 million federal claim. It's about a sense of betrayal, about being penalized for self-reporting and taking corrective action, about the charge of chronic, recurring, systemwide breakdown, and about the refusal to acknowledge what is real progress: a remarkable and comprehensive new grants management program.

So the U filed suit to void the "exceptional" designation, to restore its own authority over federal research grants, and to declare the government's claims unconstitutional. The stakes are high for both the government and the University.

### At the front of the pack

The University's annual \$304 million in sponsored research funds are a huge government investment and an enormous area to manage. After uncovering grants mismanagement in the surgery department during the ALG investigation, a Hasselmo-appointed grants management group began in July 1994 to develop and implement plans for a model grants management program that would define roles and responsibilities; provide education and training programs; improve business practices with supporting information systems; and implement new and revised policies. The Board of Regents also authorized a University-wide grants management audit of large and complex grants.

Completed in 1995, that external review found some errors and minor violations in units outside of surgery, but no indication of a widespread breakdown of internal controls. Arthur Andersen, LLP, which conducted the audit, made some recommendations and since then, the University has invested \$4.5 million to design and launch what vice president for research Mark Brenner calls an "exemplary" grants management system.

To date, more than 800 faculty members have gone through the training for what Brenner says is a "very clever, very customized" program, one that includes required, ongoing training for anyone associated with grant money. The program defines principal investigator roles and responsibilities; details the how-to's of developing budgets; includes a code of conduct; and presents policies and procedures. In January, a grants management guide went on the Web. The new software is working so well that other universities have asked for demonstrations, says Brenner, who made a presentation to the NIH in December. Representatives, he said, were "very pleased" with the U's progress.

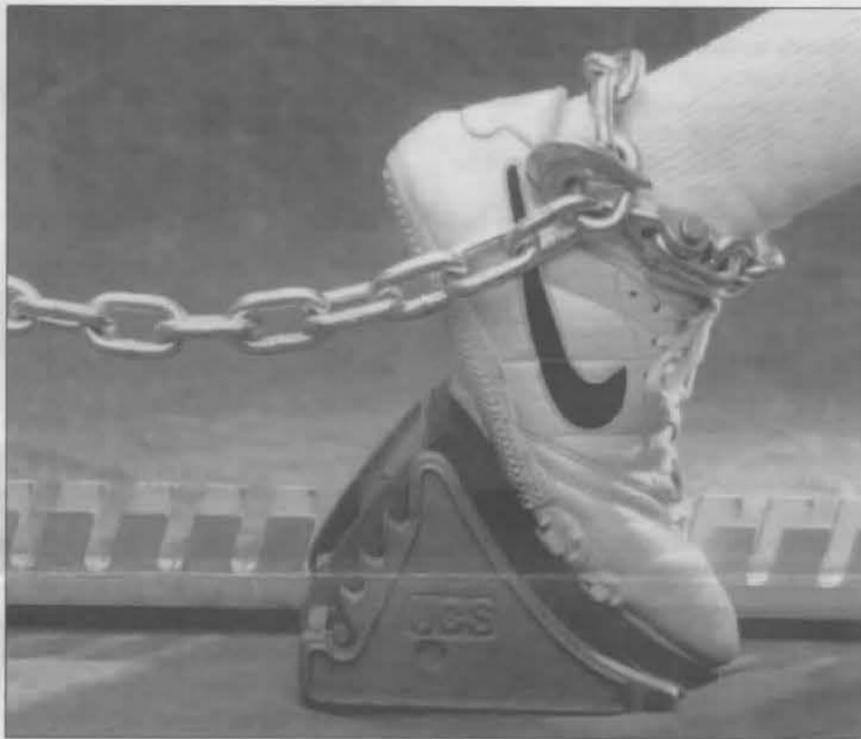


Photo by Tom Foley

### Dragging feet

That's why the government's decision to retain the University's "exceptional organization" label seemed so harsh. But the government, too, has a lot at stake. For one thing, as research money gets tighter, scrutiny about the use of that money gets more intense.

Then there's the recent U.S. Justice Department use of the False Claims Act, a 134-year-old federal law whose original intent was to punish military contractors and suppliers who defrauded the government. Amended in 1986, the law is now being applied to cases of alleged scientific fraud. Although most of these recent claims are related to the Department of Defense, a few have taken aim at research fraud, charging plagiarism or data falsification on an NIH grant.

This law may be especially appealing to the government in an era of tight money.

"Taxpayers and elected officials demand stringent screening for falsified data that absorb dollars that could be spent elsewhere," says Dan Burke, assistant professor at Seton Hall University School of Law. The way the government sees it, when scientists must account for public funding of research, self-screening may not be enough to screen out misconduct.

Self-screening followed by self-reporting has its own problems. A thorough self-study can come back to haunt an institution if its findings on misconduct can be used against it in subsequent litigation—the very situation facing the University.

Whatever the outcome of the current situation, the University's grants management initiative is likely to continue to be of interest to any institution accepting federal money.

—Mary Shafer

### Grants guide is new on the Web

"Managing Sponsored Projects at the University of Minnesota," a comprehensive guide to the entire grants process—and an essential reference for anyone responsible for such funds at the University—is now available on the Web.

Both html and pdf versions are available via ORTTA's Web site:

<http://www.ortta.umn.edu>.

The pdf (portable document format) version precisely matches the original paper version's graphics and design features. It can be read and printed by using Adobe Acrobat Reader software, a free utility to be downloaded to your computer. See the instructions at the Web site.

A limited number of paper copies will be distributed to department heads and other administrators. The manual will be updated as required, with revisions mailed as soon as possible after changes are made.

**President-designate Mark Yudof** was at the University for a six-day visit in mid-January, mostly for briefings and information-gathering. He attended Gov. Arne Carlson's State of the State address January 16, and Carlson led a standing ovation to welcome him.

**Single tuition rates** for undergraduates on each campus were proposed to a regents committee, which asked administrators to draft the idea into a policy for discussion in February and likely adoption in March. Under the current policy, juniors and seniors pay more than freshmen and sophomores.

**Regent Hyon Kim** has withdrawn her candidacy for a second term. She told a *Minnesota Daily* reporter that a lack of support from legislators in her district led to her decision, even though she believed she could have won in a close race. Some legislators criticized Kim for her role in the tenure controversy.

**Faculty leaders** from both the governance system and the proposed union sent a letter to the regents asking that they meet to talk about finding a resolution to the tenure controversy. "If a satisfactory resolution can be found, the AAUP/UFA would be willing to join the regents in approaching the Bureau of Mediation Services for a waiver of the status quo order for the limited purpose of adoption of a tenure resolution by the board," the letter says.

**University doctors** performed the state's first cardiac ventricular remodeling surgery January 10 at Fairview-University Medical Center. The innovative procedure appears to be an attractive alternative to heart transplants for some patients with congestive heart failure. Surgeons R. Morton "Chip" Bolman III and Soon Park performed the surgery on David Olene of Big Lake, Minn.

**Affiliation of the Academic Health Center and Fairview** and the merger of University of Minnesota Hospital and Clinic (UMHC) and Fairview became effective January 1. UMHC and Fairview Riverside Medical Center are now one: Fairview-University Medical Center.

**The Bureau of Mediation Services** issued a maintenance of status quo order December 20 affecting about 2,200 professional civil service staff, after AFSCME Council 6 petitioned for a representation election.

**The U.S. Justice Department** filed suit against the University December 19, as expected, on charges of misuse of federal research grants and illegal sales of the transplant drug ALG. Negotiations to avert a lawsuit broke down that day. University leaders say they still hope to reach a negotiated settlement.

*Kiosk* welcomes letters to the editor and opinion pieces. To be considered for publication, opinion pieces should be between 250 and 500 words, and letters should be under 150 words. Send copy and disks to *Kiosk*, University Relations, 6 Morrill Hall, via campus mail, or e-mail us at [urelate@gold.tc.umn.edu](mailto:urelate@gold.tc.umn.edu)



University president Nils Hasselmo

**A**s vigorously as we compete with other research universities—as much as it is in our self-interest to be competitive—it is also critical to our own interests to cooperate with our sister institutions. This apparent paradox sparks few controversies, so it's not the stuff of everyday conversation, but interinstitutional cooperation has been and will be too important to ignore as a matter of educational policy.

Even the most successful of competing universities cannot hope to maintain all of the most expensive programs, equipment, and facilities; some simply must be shared if we're to use them at all. We cannot all hope to build and maintain top-ranked academic programs in all the fields we offer; some can be shared as

joint efforts, and some can be shared through reciprocity.

On a larger scale, we don't compete only with each other. As research universities we compete, as a group, with all the other public and private organizations that rely upon support from federal and state governments, from corporations and foundations, and from individual donors. We've recognized this for many years, working with such national lobbying groups as the National Association of State Universities and Land-Grant Colleges, the Association of American Universities, and several others. More recently, we have intensified our cooperative federal lobbying efforts through the Big Ten.

The Big Ten universities, through the Committee on Interinstitutional Cooperation (CIC), have a long history of fostering and implementing a variety of cooperative activities among the Big Ten Universities and the University of Chicago. These have included student and faculty exchange, accreditation issues, government-university research partnerships, such diversity initiatives as a Summer Research Opportunities Program, an Alliance for Success with six historically Black institutions, and the annual publication of a directory of minority PhD and MFA candidates, and, most recently, the development of a "virtual library" to provide electronic access to the enormous, combined resources of the libraries of the CIC member universities.

The Midwest Universities Consortium for

International Activities, Inc. (MUCIA)—Minnesota, Illinois, Indiana, Iowa, Michigan State, Ohio State, Purdue, and Wisconsin—has been working for 32 years to create international program linkages that its individual members could not create and maintain alone. Started with a grant from the Ford Foundation, MUCIA now manages more than \$200 million per year in international development projects funded by USAID, the World Bank, and several foundations. It has worked in more than 50 countries, placed more than 3,000 foreign students in American universities, and supported travel and exchange activities for hundreds of faculty members.

Most recently, our cooperative successes among Big Ten Universities have encouraged us to explore further cooperation among Big Ten and Pacific 10 institutions. As Chair of the Council of Big Ten Presidents/Chancellors, I have asked Senior Vice President Marvin Marshak and Ohio State's Senior Vice President and Provost, Richard Sisson, to convene a Big Ten/Pac 10 cooperation task force with their counterparts at the University of Southern California and Arizona State University.

This new effort is at its earliest stages, with no preconceptions about the academic collaborations that might be developed. Senior Vice President Marshak and I would welcome your suggestions about current or potential interactions that might be encouraged among Big Ten and Pac 10 institutions.

**FACULTY CONSULTATIVE COMMITTEE**

**Faculty need to get involved in publicizing their work**

by Victor Bloomfield

**T**he recent brouhaha regarding tenure has clarified the public's inadequate understanding of the University of Minnesota's significance as a research university, and the distinctive role of faculty for whom research is a major responsibility. To have any chance of maintaining the support we need, we must work even harder and more effectively at communicating how our activities benefit the state. The primary agents carrying out this work have been the administration and University Relations. A third party needs to get more involved—the faculty.

The U has devoted much effort to communicating how our research and teaching benefit the state economically. This effort has been effective, and needs to be continued. It should be expanded to document indirect benefits from a highly educated citizenry, as well as direct benefits from job creation in high-tech industry.

We have learned, however, that people are much more sympathetic to the U of M if they know someone associated with it, or if it has affected them personally. We need to make those personal connections. We need to show that economic benefits would not accrue without the work of individual faculty. We need to make our seemingly abstruse and abstract research more personal. Research accomplishments associated with names, faces, and human stories are more interesting and remembered better by the public.

Faculty often resist publicizing their work to the general public. We may feel like vulgar publicity seekers, that we are doing our work a disservice by oversimplifying it, or that we don't know how to tell our story in a more broadly comprehensible way. We must overcome this resistance. We have interesting and important stories that need to be told.

University Relations, with its journalistic and media skills, can play a critical role in helping us. The staff can help us recognize interesting stories in our seemingly dry scholarly projects, and help us present them most appealingly. They can help us develop contacts with reporters and editors. Faculty are increasingly being asked to appear on radio and television; U Relations can provide media training to make us more effective.

These are not one-shot efforts; they need steady, long-term commitment. University Relations will probably need more resources to carry out these expanded duties. They are an investment that should pay many times over, and should be a high priority of the administration.

Faculty should participate in community affairs and talk to civic groups about their work and about the University in general. Twin Cities faculty should have more contact with greater Minnesota. University Relations should assist these efforts by developing speaker kits and fact sheets.

Faculty should also take the opportunity to talk about their research to students in Minnesota schools. This enlivens courses and teaches students that facul-

ty do more than lecture a few hours a week. That lesson should pay dividends when these students become adult citizens and taxpayers.

The FCC has established the Committee on Public Understanding, whose responsibilities are to use every opportunity to talk to the public about faculty roles and responsibilities, the value of our work to the state's economic and social life, and the values of academic freedom. As we seek the assistance of faculty throughout the U of M, we hope you will get involved in an activity that helps us all.

Victor Bloomfield is vice chair of the FCC.



**Yudof hears from students**

President-designate Mark Yudof was on campus in mid-January, the first of several visits he plans before he assumes office July 1. This trip included a meeting with student leaders.

## Need for collective bargaining

How nice of Sue Weinberg of the Civil Service Committee to toot the University's horn against unionization and for civil service governance (January 1997). Then again, it's the function of good Civil Service Committee members to lick the boot that stands over them. But can she explain why University civil service employees are paid significantly less than comparable state workers, who have a 20-plus-year history of collective bargaining? And as far as university governance, can she demonstrate that the University acts on the consultative advice given by her committee?

Powers that be are famous for listening to constituents and infamous for acting in their own self-interest, unless leveraged with a tool such as collective bargaining.

David Carmichael  
Library staff and AFSCME member

What a shock! Your January issue breaks the story that the Civil Service Committee is opposed to unionization at the University. Let's see, according to Civil Service Rule 3 this body is appointed by the president from a list provided by a search committee appointed by, guess who, the President. To quote a favorite bit of Molly Ivins' folk wisdom, "you dance with them that bring you."

This self-serving waste of time and newsprint only demonstrates that the committee is little more than an embarrassing throwback to an era when "civil servants" knew their place, which was firmly under the thumb of a management with unilateral power over their employment, and hence much of their lives.

The professional employees will be voting in the near future on the question of representation by AFSCME. I ask my

colleagues to consider the fact that a negative vote will only help to ensure that ballot will be the last time they have an opportunity to vote on anything affecting their terms of employment during their careers at the University.

Steve Atkinson  
Accountant, Accounting and Budgets

## Save the 52s

In the January issue of *Kiosk*, your story on parking woes ("Getting here from there") leaves out an important issue: the proposed elimination of the 52 buses. I have taken the 52A bus since I began teaching at the U in 1980, and it has saved me much time, trouble and expense, while helping to reduce the ever increasing traffic jams and parking crunch. I read or rest on the bus, instead of fighting traffic, and get to the U in a much shorter time than it would take if I had to walk to a distant parking lot. To judge from my bus, which is always full, these routes are much in demand. Yet, some of the routes have already been eliminated, and the rest are due to go at the end of this academic year. When that happens, I and most of my fellow riders will have no choice but to drive to campus, adding to the congestion. To take city buses would require me to transfer two or three times in sub-zero weather, and would add at least an hour a day to my trip. I simply do not have the time or the stamina for this.

It makes no sense to do something that will create needless difficulties for students, staff and faculty, and at the same time greatly increase traffic and the demand for parking spaces. Please, before it's too late, save the 52s.

Elizabeth Belfiore  
Professor, Department of Classical and Near Eastern Studies

Why has the U just cut back service on the 52 bus this year, when you quote Paul Tschida as saying, "We can't just tell people to use other means of transportation if they're not convenient and available"?

I live Uptown, which is relatively well served by buses. But this year, 52L service is no longer available after 5:30 p.m., which makes it difficult to work late. Other routes have been completely eliminated. Why can't more resources be devoted to better public transit instead of additional parking?

John Sullivan  
Assistant professor, mathematics

## Rural health care is team effort

I was pleased to see the short article in the most recent issue of *Kiosk* regarding the Rural Health School. I, along with a number of colleagues from health discipline programs at the Academic Health Center and other non-U of MN colleges and universities, have been very involved in developing the RHS.

However, I am disappointed that the first sentence of the article indicates there were 10 MEDICAL students who began their internships on November 4. In fact, there were three medical students and the remainder of the students were from the health disciplines of nursing, pharmacy, and physician assistants. We are striving to promote interdisciplinary health team care through the student learning activities in the RHS. I would encourage your staff to be a bit more careful before using the word "medical" in articles involving the Academic Health Center.

Christine (Heine) Mueller, PhD, RN  
Project Director, Collaborative Rural Nurse Practitioner Project, Minnesota Partnerships for Training

## OP ED

## Civil Service Committee should apologize

Whaddya know. Our bosses don't want organized employees.

On November 21 the University of Minnesota Civil Service Committee put itself on record as formally and publicly opposed to unionization of the University's professional employees. And in the January issue of *Kiosk* it repeated its opposition.

Creating a labor union, said the Civil Service Committee, will deny professional employees the role we now play in University governance via our representatives on the Civil Service Committee. And the committee, because it will no longer represent all us union members, will lose power.

The committee is wrong.

Unionizing will not end professional employees' role in University governance; it will strengthen it. And professionals are not represented by the Civil Service Committee in this matter.

In the course of publicizing the committee's resolution against unionizing, the committee's chair, Susan Carlson Weinberg, reminded us that the University administration routinely consults the committee on such issues as changes in grievance policy, paycheck schedules, and the

University Hospital/Fairview merger. If professional employees create a union for themselves, she said, we will no longer enjoy that consultation.

Hooye! Not only will the University continue to consult with its professional employees, when we all sit down to write the contract that specifies the terms of our work, but state law will require the University to consult with us. And when it fails to do so, the courts, or threat of going to court, will spur it to correct its error. That's what happened when the University tried to delay our paychecks two weeks last fall without bothering to consult its 4,000 clerical and technical employees.

The employees that the Civil Service Committee would dissuade from organizing are some 2,100 "professional" employees of the University. Of the 20 members of the Civil Service Committee, 4 are professional employees eligible to join the union we are creating. The other 16 are supervisors of professional employees or "exempt" employees, and so ineligible, by law, to join the union.

In other words, when the Civil Service Committee opposes the organizing of professional employees, we are not hearing our representatives conduct legitimate politics; we are hearing bosses say they'd prefer their employees not organize.

We should hardly be surprised. When the U's professional employees create their union, we will gain power, and our bosses on the Civil Service Committee will lose power. That, after all, is the purpose of

unionizing—to redistribute power.

But we should also wonder if what the Civil Service Committee did is legal. Consider what Minnesota statute says about bosses telling public employees not to organize:

"Public employers, their agents and representatives are prohibited from: (1) interfering, restraining, or coercing employees in the exercise of the rights guaranteed in sections 179A.01 to 179A.25; (2) dominating or interfering with the formation, existence, or administration of any employee organization" [Minnesota Statutes 179A.13, Subd. 2].

Titled "Public Employment Labor Relations," 179A.01 through 179A.25 clearly state that public employees have the right to create unions for themselves.

Perhaps lawyers can twist that law into loopholes for the committee to hide in, but common sense and the spirit of the law are clear. On the question of its employees organizing, the Civil Service Committee should follow the lead of the rest of the University administration and remain publicly neutral.

The committee should retract its resolution opposing professional organization. And the committee should apologize for its error.

Phil Norcross  
Donna M. Weispfenning  
Daniel Pinkerton  
Judith Rosenblatt  
Professional class employees of the University

# Kiosk

Volume 3, Number 2 February 1997

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The purpose of *Kiosk* is to contribute to a sense of community among University of Minnesota faculty, administrators, and staff by providing information on current, upcoming, and ongoing issues relevant to major institutional decisions; providing a forum for dialogue among administrators, other governance structures (e.g., Senate, P&A Advisory Committee), and faculty/staff; providing information on the regional and national events affecting our community; visibly honoring the work, lives, and accomplishments of faculty, staff, and administrators; providing information, such as professional tips, that will help the work of faculty, staff, and administrators; and adding to accessibility of other information available via Gopher, electronic bulletin boards, and newsletters.

The University of Minnesota is committed to the policy that all persons shall have equal access to programs, facilities, and employment without regard to race, color, creed, religion, national origin, sex, age, marital status, disability, public assistance status, veteran status, or sexual orientation.

# Global warming: the U expands its world

From the outside, Nicholson Hall looks like an ordinary University building, with its imposing stone facade and institutional nameplate. But step inside and walk around and you'll soon find that in many ways this time-worn structure is the pipeline through which the University makes contact with the world at large.

Nicholson's walls house the three-year-old Institute of International Studies and Programs (ISP), the umbrella organization created to coordinate and support the international activities of University faculty, departments, colleges, students, and administrative offices. Within ISP's "umbrella" lie The Global Campus, International Student and Scholar Services, the China Center, the Center for Refugee Studies, the Center for Advanced Research on Language Acquisition (CARLA), and, indirectly, the student-financed International Study and Travel Center (ISTC).

Most ISP programs keep offices in Nicholson, although CARLA is housed in the U Technology Center, and ISTC operates out of Coffman Union.

"International" may not be the first word that comes to

mind when people think about the University, says Michael Metcalf, assistant vice president and director of ISP. "Even though we have a long history of providing quality higher education and technical assistance to the international community, we've tended to take it for granted, and as a result, it's not something for which the University is known here in Minnesota."

President Nils Hasselmo set out to change that perception when he drafted his U2000 plan several years ago. One of the initiatives designed to take the University into the 21st century, Hasselmo announced, would be an increased emphasis on internationalism and international affairs.

To that end, University administrators have been working to create an environment that encourages international activity—from student exchange and study-abroad programs, to international faculty research, to the increased hosting of international students.

ISP plays a big part in such initiatives, by assisting international students and students traveling internationally, by helping faculty find the funds needed for international



Photo by Tom Foley

research, and by educating the campus community about other countries and cultures.

"I do believe that there has been an increasing recognition that we live in a global community—not just at the University, but around the state as well," Metcalf says.

Read on for short profiles of two ISP programs:

## The Global Campus

It's a group the size of a small army, and moving them

## U trip to Asia strengthens 'bonds of loyalty'

Tang Peisong, 94 and battling heart failure, was in a hospital bed in Beijing when University President Nils Hasselmo and a University delegation came to award him an honorary degree. Margaret Carlson, executive director of the Minnesota Alumni Association, led the group in softly singing the Minnesota Rouser.

The father of plant physiology in China, Tang is "one of the national treasures," says Hasselmo, and awarding the degree was the most emotional experience of the trip to three Asian countries (the People's Republic of China, Taiwan, and Korea) in November.

As the University increases its emphasis on its role in the global community, the trip was intended to build partnerships and sign agreements with Asian universities, strengthen ties with alumni, and discuss internships in Asia for University students.

By the year 2025, projections are that seven of the world's top eight economies will be in East Asia, with the United States as the only exception, says

Michael Metcalf, director of the Institute of International Studies. "We've got to have strong connections in East Asia. Fortunately we have all these thousands of alumni who will be our natural allies."

Although nobody is sure about the numbers, the University has more alumni in Asia than most universities do. And these are not just average citizens.

Minnesota alumni have made important contributions in all three countries. At an evening ceremony after Tang Peisong received his honorary degree in his hospital room, the same award was presented to his wife, and about a dozen senior alumni of the University were in the audience. Four were members of the Chinese Academy of Sciences, a prestigious title.

In addition to their achievements, the alumni impressed the University delegation with their loyalty to their alma mater.

Both the Chinese and the Korean cultures place a high value on "loyalty to the source of one's being, whether it's the family or the university," Metcalf says. "There's a Chinese saying, 'When you take a drink, don't forget where the steam comes from,'" Pui adds.

Tang Peisong was the most moving example.

Seven decades after he was at the University and 7,000 miles away, Tang still treasures the connection. "He was weeping with tears," David Pui, director of the China Center, says about the ceremony in the hospital room.

Over the years, in turbulent times in China, Tang's laboratory was bombed out four times, and he lost some of his Minnesota memorabilia. One loss he felt keenly was his certificate of membership in Sigma Xi, a scientific honorary society. Pui learned of the loss and arranged to have a new one made.

"I had the privilege of presenting it to him. He was very very excited about that," says Ronald Phillips, Regents'



Photo by Ron Phillips

These vases were gifts to the U delegation.

Professor of Agronomy and Plant Genetics.

The group witnessed this common theme of love and gratitude for the University everywhere. "There's this loyalty. That's what we've run into again and again," says Metcalf.

When he was working ahead of time to set up the events, Pui was in touch with the presidents of alumni chapters in Taiwan and the People's Republic. In a conversation with Arnold Chang, the

Taiwan president, he noted that it was four in the morning in Taiwan. "He said he couldn't sleep. He was so excited. He wanted everything to be perfect."

Margaret Carlson often asked people what they remembered most about their time in Minnesota. "Almost without exception they would name a professor, or a family who became a surrogate family for them," she says.

Another frequent response may surprise some people, she says. "Many, many of them mentioned athletics, the marching band and the football team." In Taiwan, the delegation was hosted by the minister of education, who asked who was going to win the Minnesota-Iowa football game the next Saturday.

"Football is a common denominator. No matter what college you graduated from, or what decade you were at the University, it was part of your experience. Football is a known season. The alumni are very, very curious about how the Gophers are doing," Carlson says.

In all three countries, Nils and Pat Hasselmo and the whole University delegation were treated as celebrities. In Shanshei Province in China, Pui remembers, the president of Germany was visiting at the same time. "We actually got more coverage," he says. Some of Pui's former students are now in Korea, and they wrote on their Christmas cards that they saw him on television.

A highlight of the Korean visit was awarding an honorary doctor of laws degree to President Kim Young Sam. He



Photo by David Pui

94-year-old Tang Peisong received an honorary degree from President Hasselmo when a U delegation visited Asia in November.

Continued on page 7



culture, all is an invaluable education that can't be found in a classroom."

Among the most popular study-abroad programs for University students are the Spanish-language program in Cuernavaca, Mexico, and the French-language program in Montpellier, France.

Both programs, like all those offered by The Global Campus, focus on providing opportunities for students to sample local culture for a reasonable price.

Balkcum notes that The Global Campus tries to create ways to make international travel affordable for undergraduate students—most programs cost the same or less than an equivalent period's tuition, room, and board.

"We have made an effort to make the fees as low as possible," he says. "We understand that a lot of University students live on a tight budget."

Balkcum says that while the percentage of international study among University students does not match that of some private institutions, interest in study-abroad options has grown since he first came to the University more than 20 years ago. He credits that interest in part to the recent realization that we live in a global marketplace, and also in part to administration efforts to encourage international activities.

"There is a phrase in U2000 that says the University is going to triple the number of students it sends abroad," Balkcum says. "That sort of commitment is impressive, and we are increasing the number of students we send to other countries every year."

### International Student and Scholar Services

Imagine you're new to the United States. So new, in fact, that you might need help with such basics of American life as balancing a checkbook, learning the rules of dating, and understanding what an American means when he or she says "I'll call you."

Now imagine that you've come to the U.S. to teach or study at the University of Minnesota, the nation's largest university. Being just a face in the crowd can be intimidating enough even if you're from just around the corner, but if you're from the other side of the world, it's likely that you're going to need a little extra help.

That's why International Student and Scholar Services (ISSS) is there. The program, another piece of the ISP pie, provides assistance to foreign students and faculty members during their stay in Minnesota—offering everything from personal counseling to financial aid advice to assistance updating and maintaining work or study visas.

Kay Thomas, ISSS director, says her program's goals are in line with overall University initiatives. "We're working to create a smaller-campus feel by providing personal service," she says. "We hope to help make

the transition to another country go as smoothly as possible."

Some ways ISSS works to make the international student and scholar's U of M experience more personal include regularly scheduled coffee hours, providing an opportunity to talk about life in another country, and special workshops focusing on such important skills as locating University computer resources and enjoying Minnesota winters.

International students not only contribute intellectually and culturally to the University environment, they also contribute financially to the state's economy, Thomas says. According to statistics supplied by the Association of International Educators, the 2,606 international students who attended the University of Minnesota, Twin Cities during the 1994-95 school year brought \$49,824,114 into Minnesota in the form of tuition, fees, and living expenses.

"It's a wonderful opportunity," Thomas says, "and we hope to do all we can to continue making the University an internationally minded institution."

—Andy Steiner



Michael Metcalf, director of International Studies and Programs

safely around the globe is no small undertaking.

Every year, somewhere between 650 and 700 University students study in foreign countries using programs designed by the people at The Global Campus, a University-wide study-abroad program that falls under the ample umbrella of the Institute of International Studies and programs.

The Global Campus offers myriad choices for students interested in learning first-hand about life in other countries. University students—as well as students from other institutions—can use The Global Campus programs to live, travel, and take classes in literally hundreds of places around the globe, including Senegal, Brazil, Japan, Cyprus, and Malta—to name just a few options.

The experience of living and learning in another country is one that cannot be replicated simply by reading about the country in question or listening to classroom lectures, says The Global Campus coordinator Al Balkcum.

"To go abroad is an experience that is life-changing," he says. "The time spent living in another place, learning the

## YeeLeng Hang: staff member models partnership

As the University becomes more internationally focused, the contributions of staff from diverse cultures becomes increasingly important. One of those staff members is YeeLeng Hang, who began at the University October 1. As student/government leadership consultant, Hang is responsible for advising the undergraduate student government, the Minnesota Student Association (MSA). A Laotian native, Hang says he is the only Asian American person to hold such a position in a Big Ten university.

Hang's route to the University began when he fled his native Laos as a young child with his family, which included eight siblings. After staying in Thai refugee camps, the family moved to the small town of Richville, Michigan, when Hang was 9.

Making the cultural shift was difficult initially, says Hang, remembering the family's experience with racial discrimination.

"I believe that the cultural adjustment was more difficult for my parents than us children," Hang says. "As I grew from an adolescent into an adult, I came to know the history of my adopted country and the difficulty it has had dealing with race relations."

Hang graduated from Michigan State University with a bachelor of science degree in social science and worked at the University of Michigan at Ann Arbor for four years as a student services associate. He came to the Twin Cities in 1994 when he landed a job as senior program coordinator for multicultural affairs at Macalaster

College.

In his new role, Hang says he is in a unique position to assist and empower students with their decision making. Hang believes he brings "a different perspective to leadership by virtue of my background. I believe that our society is becoming more and more diverse, and I hope that my presence will begin to make people aware that leaders come in different shapes, forms, and styles."

He also believes that his background as a student leader at Michigan State will provide a basis for what he wants to impart to students here.

"I want to model a partnership relationship with the students," Hang says. "I hope to empower them by including their input. It's important that they view themselves as full participant in any projects. They need to know that their input counts. I feel that I can empower them to the extent that they are willing to learn and grow from that process. I don't believe in dictating to students that they are ought to do this or that."

In addition to advising students, Hang also will be responsible for coordinating leadership retreats, workshops, and curriculum as well as working on service learning opportunities. "This is a new challenge for me and it's very exciting," Hang says. "The staff is wonderful to work with and is very supportive. The students are very passionate and committed to the issues. It's a great training ground for them. Students at their age want to experiment and try different things. I want to empower and help, but not to intrude. I recommend options and they will make the decisions to choose or which route to take."

—Bob San



YeeLeng Hang, student/government leadership consultant



Photos by Tom Foley

Mike Factor (above and below) is an ag aviation major from LeCenter, MN

## Flying high:

# UMC degree program prepares professional agricultural aviators

One thousand feet above the Red River Valley of northwestern Minnesota, tiny white airplanes execute precise maneuvers. Over and over they climb and descend in an ordered, rectangular pattern above Crookston Municipal Airport, three miles north of the University of Minnesota, Crookston (UMC) campus.

On the airport grounds below, Kevin Dunn squints into the sun as he watches his students practice their take-offs and landings. "Traditionally, the image of the crop duster is one of a wild-eyed barnstormer with a silk scarf and goggles," says Dunn, pilot and program manager of UMC's agricultural aviation program. "Insurance companies have problems with that kind of person in the cockpit. Professionalism rather than daring is the most important aspect of the job."

### Inaugural flight for a new degree

Professionalism is key to UMC's decision to launch a four-year baccalaureate program in agricultural aviation last fall. Although graduates in the field enjoy 250 U.S. job openings each year and anticipate rapid growth in international demand, "being a superior pilot will not be enough for tomorrow's agricultural aviator," says Richard Nelson, chair of UMC's Agricultural Management Division. "Those skills will always be essential, but the next generation of successful aerial applicators will need to be savvy business managers, experts in the newest agricultural technologies, and guardians of the environment."

For those professionals, a baccalaureate education built around a first-rate agriculture and flight training curriculum will provide a huge career advantage, says Nelson. UMC's agricultural aviation program gives students those broadly-based and practical skills, with classes—ranging from meteorology to ethics to an internship work experience—designed to enhance their aviation careers and build a foundation for professional flexibility and

personal growth.

For 25 years, the training program has attracted students like Angela Engel, a sophomore from rural Minnesota, who grew up around farming and airplanes—both her father and brother are pilots. Engel was attracted to UMC, "because the aviation program is small and the attitude laid-back, but very professional."

That environment is a priority for UMC, whose central mission is to serve the educational needs of Minnesota's rural population. But as the aerial application industry became increasingly sophisticated, expectations for the agricultural aviation program grew. At the same time, the program's comparatively small enrollment and higher-than-average costs made it an easy target for budget cuts, particularly when pilot training and licensing courses could



be obtained from private, airport-based operators. Nelson says the University either had to drop the program altogether or resolve to serve a different market than the private flight schools. That viable and well-differentiated niche was the bac-

calaureate program.

In 1995, UMC proposed the four-year degree in agricultural aviation to the University Board of Regents. "The regents recognized our ability to offer a first-rate agriculture program, and they agreed that there were exciting opportunities for well-trained ag aviation graduates.

However, they questioned our readiness to deliver the kind of comprehensive, high quality aviation training appropriate to our overall educational goals," says Nelson. They indicated the need for a partner with proven strength in aviation education. The obvious choice: the

University of North Dakota's (UND) world-renowned Center for Aerospace Science, just 25 miles down the road.

### Partners in flight

With support from the regents, UMC Chancellor Donald Sargeant and UND Dean John Odegard, the

University invested in an ambitious program to upgrade curriculum, modernize equipment, and expand market reach. Last September, the two schools agreed to merge their respective strengths and launch a new era in agricultural aviation

**"...this partnership can transcend the boundaries."**

education.

As a result, students now use all new and/or upgraded airplanes, a first-in-the-country computerized flight simulator, and state-of-the-art, technology-enhanced instructional materials. UND provides all ground and flight instruction leading to specific training in aerial application, UMC's long-time specialty. UMC provides the agricultural education, including the increasingly important business and environmental components, as well as the general education expected of a baccalaureate degree graduate.

"UND brings to our program the state-of-the-art equipment, aircraft and instructional programs that have earned it a reputation as the leading collegiate aviation program in the world," says Sargeant. "The alliance literally creates a new dimension to agricultural aviation education at UMC and for our industry." By linking with UND's extensive domestic and international marketing program, UMC expects to triple the number of students in its program by the year 2000.

UND can now add aerial application training to its range of aviation offerings, a menu that has made it an internationally known powerhouse in aerospace training and research. UND aviation program chair Kent Lovelace says he's not looking for more students on campus, however. "Rather, it's a way to put efficiencies into play for both programs," he says.

### Transcending boundaries

While some students have expressed concerns about the inevitable increase in program fees, most are looking forward to the new aircraft, increased number of instructors, and wider curriculum offerings. Jeremy Seng, a senior in UMC's agricultural aviation program who has already started his own crop dusting business, thinks the program has been a well-kept secret for too long. "I think in the long run the merger will be a good thing for everyone," he says.

With astronomical flight insurance rates and new agricultural aircraft costs upwards of \$600,000, graduates typically must spend several years in lower paying ground assistant jobs before moving into the cockpit. The average age of agricultural pilots today is 48, and few young people can enter the business without family connections or considerable personal wealth. It is a classic "catch 22" situation, says Nelson: "You can't get in the cockpit without experience and you can't get experience without getting in the cockpit." UMC aims to break that cycle by partnering with the ag chemical industry and insurance underwriters to develop comprehensive new standards for education and training. Graduates meeting these standards can qualify for affordable insurance.

According to plan, the new program should prove its viability within three years. And it may be a useful model for other specialized programs facing finite enrollment potential and rising costs. "The alliance not only strengthens both schools' aviation programs, it has broader institutional significance. It shows that we can work across state lines very effectively if there is the will to do so," says Nelson. "In this time of finite resources, universities everywhere are under intense public and political pressure to become more efficient, share their resources, and build on their strengths. Protectionism and its 'state lines as barriers' mentality is no longer productive. Fortunately, this partnership can transcend the boundaries."

—Nina Shepherd

## Memorial service planned for Frank "Doc" Whiting

A memorial service for Frank "Doc" Whiting will be held Friday, February 14, at 3 p.m. in the Rarig Center's University Theatre. Everyone who knew Doc as a teacher, colleague, or friend is invited to share in this special tribute.

Former University Theatre director and professor in the Department of Theatre Arts and Dance, Whiting died November 27, 1996, at the home of his son Douglas after suffering a stroke. He came to the department in 1937, first serving as technical director while studying for his doctorate (which he received in 1941). He became the director of the Theatre in 1944, and spent the next 28 years as an important and vital leader in both the department and the arts community.

In 1958, Doc and his students refurbished the General John Newton sternwheeler after the University bought the boat for \$1. Professor emeritus Wendell Josal said, "the Showboat was Doc's big love" and that he was immensely dedicated to it.

In 1959, Doc met Tyrone Guthrie and helped to convince him to build his mid-western repertory theatre in Minneapolis. The two became friends and shared a vision of combining professional theatre with its academic roots.

After retiring in 1971, Doc moved to Salt Lake City with his wife, Josinette.

## African-American History Month features Flowers

Arthur Flowers, author and delta griot, will share his experience of African-Americanism, Africanism, and Culturalism through a combination of poetry, drama, and music February 28, at 7:30 p.m., St. Paul Student Center, Northstar Ballroom. The event is part of Cultural Diversity and African-American History Month. For more information, call 624-3743.

## Corrections

■ In the December *Kiosk*, the Civil Service Committee's Web home page address was incorrect. The correct address is: <http://www.socsci.umn.edu/civilser/>.

■ Winner of the Constitutional Law Award was incorrectly identified. The recipient is Professor Don Gillmor.

## Kudos

**Qaisar Abbas**, associate director of the Martin Luther King Program, visited Sindh Agricultural University (SAU), Pakistan, in December as part of a consultancy project coordinated by the University's International Agricultural Program and funded by the World Bank under the Twinning Agreement between the two universities.

Abbas offered two short courses on "Agricultural Journalism" and "Development Communications" to about 30 faculty and other government and nongovernment professionals.

**Floyd Johnson**, backstage manager at Northrop, has retired after 36 years of service to the University and to Northrop. He was honored at a farewell party January 3.

**Stephen J. Ostwinkle**, staff sergeant in the Department of Military Science (Army ROTC), was promoted to the rank of Sergeant First Class on January 1. Sergeant Ostwinkle is the department's administrative noncommissioned officer and has been assigned to the University of Minnesota since February 1996.

## The personal mission statement: a career guidance tool

To get your needs met in today's competitive job world, you need focused goals and direction. A first step in focusing is to develop a "personal mission statement" to help you define priorities and make decisions based on your personal goals. Just as corporations benefit from having a well-defined mission statement, your personal mission statement helps you navigate your career through turbulent times in the workplace.

### What is a personal mission statement?

Similar to an organization's mission statement, a personal mission statement is a declaration of who you are and what you want to accomplish. It includes your career-related values, strengths, goals, and/or purpose.

A personal mission statement is not designed to pinpoint "the job" you are destined for. However, it offers a powerful voice to what's important, meaningful, and fun for you. Formulating a clear statement of what you do and why you do it will benefit in several ways:

■ Career decisions will be easier to make. ("What job should I take?" "What do I need to learn next?")

■ New career goals will be easier to communicate. ("Here is what I have to offer you." "This is why I do it so well.")

### How do you write a personal mission statement?

Before writing your personal mission statement, consider doing a thorough self-assessment of interests, skills, values, and/or personality. There are several ways to accomplish this, including standardized assessments (e.g., the Strong Interest Inventory or the Myers-Briggs Type Indicator); reading popular books (e.g., *What Color is Your Parachute*, or *The Inventurers*), by asking someone you trust, "What do you think I am particularly good at or interested in doing?" or by attending career workshops or individual career counseling (Employee Career Enrichment Program services).

It's imperative that at some point you write down this mission statement. Some people dive right in and draft versions until it becomes clear. Others prefer spending time talking out loud or to a trusted friend, and then writing it down. Whichever style works for you, get it down on paper. Don't let grammar, spelling, sentence structure, or style stop you. This is for your eyes only (unless you choose to show it to others). Write about the gifts and talents you have and want to use, what you are passionate about, and the work environments (physical and emotional) that are most natural for you.

One note about "passion": Barbara Sher (*Live the Life You Love*) reminds us that not everyone feels passion as a heightened state of perpetual bliss. For some, it is simply a muted feeling of comfort and conviction that something "is right" for you.

It's unlikely you will clarify and narrow

your mission until several drafts have been made so do not be discouraged if your mission doesn't seem to fit the first time. Also, your interests, skills and goals may change as time goes by, so periodically re-evaluate your mission statement.

### Examples of mission statements\*

Your mission statement will be unique but a couple of short examples may be helpful. Keep in mind yours may look nothing like these:

"My focus is on adult development and in helping people discover their purpose in life; To help people discover and express their essence."

"I most often express my talents and interests in casual learning settings or traveling in nature settings with people."

### Personal mission statements reflect your "good life"

In *Repacking Your Bags*, the authors define "the good life" as "living in the place you belong, with the people you love, doing the right work, on purpose." Your personal mission statement can help you identify the elements that make up your good life. Enjoy!

—Barb Krantz Taylor

\*Taken from Richard Leiter's and David Shapiro's book *Repacking your Bags* (Berrett-Koehler, 1995).

Barb Krantz Taylor is the assistant director of the Employee Career Enrichment Program. If you would like additional information about the Employee Career Enrichment Program, check out the Web page at <http://www.umn.edu/ohr/ecep> or call 627-1041.

## Media Watch

■ The transfer of the Health Care Administration graduate program from the School of Public Health to the Carlson School of Management was the subject of a favorable editorial in the January 14 *Star Tribune*. "[The program] has long ranked among the best in the nation," the editorial said. "With the move to the Carlson School, it should get even better. [It] will become another bragging point for the Carlson School, which has been making steady gains since Dean David Kidwell's arrival five years ago."

■ AHC Provost Frank Cerra and several other AHC administrators signed an opinion essay in the December 7 *Star Tribune* defending the use of animals in scientific research and decrying attacks and threats against psychiatry professor Marilyn Carroll and her family.

■ When South Korean President Kim received an honorary doctorate from the University in early December, it made front page news in the English-language *Korea Herald* and *Korea Times*. It was featured prominently on Korea's TV and radio news as well.

■ A lively demonstration of physics principles—sort of a "physics for dummies"—was put on by professor Dan Dahlberg and several high school science teachers in Willey Hall on December 18. It drew the attention of KARE-11, WCCO-AM, and the *Star Tribune*. In the interest of science, physicists were dropped 20 feet, shot at, and made to lie on a bed of nails while a concrete block on their chest was smashed with a sledgehammer.

■ Ecology professor David Tilman's study of how excess nitrogen, pumped into the atmosphere through lawn fertilizers and other means, may affect the

Greenhouse effect was featured in the *New York Times*, *Star Tribune*, *Science News* and the *Fresno Bee*, among others.

■ KSTP-TV's Eyewitness News covered the College of Liberal Arts fall commencement ceremony on December 8, at which Guthrie Theater artistic director Joe Dowling was keynote speaker.

■ The women's wrestling team at U of M, Morris, one of the few such teams in the country, was profiled on KTCA-TV *NewsNight* December 25.

■ College of Human Ecology graduate student Susan Sokolowski's study of foot sizes and how to make them more scientific was in the *Pioneer Press*. It was picked up by MedStar, a national television syndication service, and used by TV stations across the country.

■ The Cancer Center's David Kiang was featured on Minnesota News Network, and the *Star Tribune* for receiving a grant to study the correlation between lactation and reduced breast cancer risk.

■ Two breakthrough operations involving University surgeons have been in the news recently. Rainer Gruessner performed a rare bowel/liver transplant at University Hospital on Dec. 23 that received coverage on KMSP-TV, KSTP-TV, the *Star Tribune*, *Pioneer Press*, MPR, and three WCCO outlets: radio, TV and its Channel 4000 on-line service. And Chip Bolman performed Minnesota's first heart reduction surgery on January 10 at Fairview-University Medical Center (ok, it's the same building as the one Dr. Gruessner did his work, but it had changed names by then.) KSTP-TV was first on the air with coverage Sunday, January 12. The rest of the major outlets followed suit over the next two days.

## Asia

continued from page 4

was never a student at the University, but after receiving his honorary degree he said, "I'm proud to be an alumnus of the University of Minnesota."

"That was a touching moment," Carlson says. "I think it was said from the heart."

President Kim and other Koreans have a high regard for the University because of its role in rebuilding Seoul National University after the Korean War. From 1954 to 1962 Minnesota was the lead university under a federal grant for reconstructing Korean higher education.

"Everyone knows that," Carlson says. "Not only did we come in as a university and help Seoul National University get back on its feet, but many of the Korean people who played an important role were our graduates." When Kim received his honorary degree, six Minnesota graduates sat on the stage.

Carlson says the loyalty of the Asian alumni makes her job easy. "They're very well organized. They would hardly need their alumni organization. We wish we had better records of our alums in the Pacific Rim. We're just starting to put a real effort into our data base."

One request from the alumni was for the alumni association to be on the World Wide Web, she says. "They want updated information, and they also want to put up information about their chapters, so that if anybody is traveling over there they can be in touch." That alumni page will be up soon.

"When you think about the pride our alumni have, and the contributions they have made, it just blows you away," Phillips says.

—Maureen Smith

# February calendar

To find out more about individual U theaters, museums, and events, travel through the Web to: <http://www.umn.edu/tc/alumni-visitors/galleries.html>.

## OF NOTE

**Wed., Feb. 26**

Spring quarter registration begins.

## EXHIBITS

**Alice Tweed Tuohy American Gallery**

FFI: 218-726-7056

U of M Duluth Museum hours: Tues., 9 a.m.–8 p.m.; Wed.–Fri., 9 a.m.–4:30 p.m.; Sat. & Sun., 1–5 p.m.

■ **"Minnesota Impressionists"**—A collection of paintings and drawings from 20 artists who have lived or worked in Minnesota and whose art was strongly influenced by Impressionism. Through February.

**Weisman Art Museum FFI: 625-9678**

■ **"Textus: An Exhibition of 20th Century Calligraphy"**—

The ancient art of calligraphy continues to flourish in a variety of traditional forms as well as in unique 20th century expressions. This exhibition will present the work of a number of recognized contemporary calligraphy artists. Through February.

■ **"Buildings Celebrated/Celebrated Buildings"**—From the Weisman's permanent collection of outstanding paintings and works of art illustrating the built environment. Through March 16.

■ **Faculty Juried Exhibition**—New work by selected faculty members from the College of Architecture and Landscape Architecture. Through March 16.

■ **The Louis Sullivan Owatonna Bank**—This small exhibition presents a comprehensive look at the development and construction of this architectural landmark in the southern Minnesota town of Owatonna. Opens Feb. 14 and runs through April 13.

## MUSIC

**Sun., Feb. 2**

■ **"Sweet Adelines."** 3 p.m., Ted Mann Concert Hall. Tickets \$12–\$10. FFI: 457-2833.

**Thurs., Feb. 6**

■ **Saint Paul Chamber Orchestra.** A "Casually U" performance featuring violinist Nadja Salerno-Sonnenberg and guitarist Sharon Isbin. 8 p.m., Ted Mann Concert Hall. Tickets \$31–\$19. FFI: 291-1144.

**Wed., Feb. 12**

■ **"A Salute to Ella Fitzgerald,"** presented by the U of M Jazz Ensemble I and Singers. Directed by Ronald McCurdy. Rare video footage and guest performances by jazz vocalists Jeanne Arland Petersen, Debbie Duncan, Yolanda Bruce, Yolanda Williams, and Connie Evingson. 8 p.m., Ted Mann Concert Hall. Tickets \$11.50–\$6.50. FFI: 624-2345.

**Sat., Feb. 15**

■ **"Fifty Years of Harmony,"** an anniversary performance, by the Minneapolis Commodores Chorus featuring Happiness Emporium and Four Star Collection. Proceeds benefit the Variety Club Hospital. 3 p.m. and 7:30 p.m., Ted Mann Concert Hall. Tickets \$15–\$5. FFI: 927-9363.

**Sun., Feb. 16**

■ **Lawrence University.** Featuring performances of Beethoven's *Symphony No. 7*, Barber's *Overture to the School for Scandal*, and Ravel's *Mother Goose Suite*. 2 p.m., Ted Mann Concert Hall. FFI: 1-800-283-8320 ext. 6549.

**Fri., Feb. 21**

■ **"Lift Every Voice!"** with the U of M Concert Choir and St. Cloud State Concert Choir. Conducted by Kathy Saltzman Romey and Jeffrey Douma. 8 p.m., Ted Mann Concert Hall. Free.

**Sat., Feb. 22**

■ **Faculty Recital.** Violinist Sally O'Reilly will perform works by Beethoven, deFalla, and Brahms. 8 p.m., Ted Mann Concert Hall. Free.

**Thurs., Feb. 27**

■ **U of M Jazz Combo I and II.** Scott Wright conducts. 8 p.m., Ferguson Recital Hall. Free.

**Fri., Feb. 28**

■ **"Falstaff,"** presented by the U of M Opera Theatre. Gary Gisselman directs and Keith Clark conducts Giuseppe Verdi's final opera. Performed in English. 8 p.m., Ted Mann Concert Hall. Tickets \$11.50–\$6.50. Additional performances in early March. FFI: 624-2345.

## THEATER

■ **"Three Sisters"** by Anton Chekov. Rarig Center, Jan. 31–Feb. 9. Times vary. Call 624-2345 for tickets.

■ **"The Good Person of Setzuan"** by Bertolt Brecht. Rarig Center, Feb. 21–March 2. Times vary. Call 624-2345 for tickets.

## FILM

■ **"Metropolis"**—Thurs., Feb. 6: 7 p.m. Free. Weisman Art Museum, William G. Shepherd Room. (1926; 115 minutes)

■ **"The Fountainhead"**—Thurs., Feb. 13: 7 p.m. Free. Weisman Art Museum, William G. Shepherd Room. (1949; 114 minutes)

■ **"Shuru"**—Mon., Feb. 10: 7 p.m. \$2. Folwell Hall, room 46. Sponsored by the Hebrew Studies Film Club and is part of the ongoing Israeli Film series. In Hebrew with no subtitles.

## LECTURES, WORKSHOPS, & CONFERENCES

**Thurs., Feb. 4**

■ **Super Star Eta Carinae**—Professor Kris Davidson presents pictures and discoveries from the Hubble Space Telescope as part of the astronomy department's year-long Centennial Celebration. 7 p.m., Tate Lab of Physics, room 166. FFI: 624-0211.

sents this lecture as part of the ongoing series, "Taking Chances: Creativity at the University." 2 p.m., Weisman Art Museum, William G. Shepherd Room. FFI: 625-9494.

**Thurs., Feb. 13**

■ **What About Beauty?**—Bill Witherspoon, artist and co-founder of the Westbridge Research Group, a California-based biotechnology company, will speak as part of a year-long series of lectures and discussions sponsored by the art department and the McKnight Arts and Humanities Endowment. This series explores a new ideal of beauty and art in the postmodern world, one leading toward a greater sense of community and respect for the environment and spiritual renewal. 7 p.m., West Bank Union Auditorium. Free. FFI: 625-3850.

**Sun., Feb. 16**

■ **Best Buildings of the 20th Century**—Four U of M College of Architecture and Landscape Architecture faculty will discuss their nominations for "best buildings" of the century and their criteria for choosing the structures. Linda Mack, architecture critic for the *Star Tribune*, will moderate. 2 p.m., Weisman Art Museum, William G. Shepherd Room. FFI: 625-9494.

**Mon., Feb. 17**

■ **Winter Ecology of Plants and Animals.** 11 a.m.–noon, Minnesota Landscape Arboretum. FFI: 443-2460.

**Sat., Feb. 22**

■ **1997 Greening Conference: Plants for Change.** 8:30 a.m.–5 p.m., Hennepin Technical College, Brooklyn Park. FFI: 643-3601.

**Sun., Feb. 23**

■ **Travelogue Slide Lecture: Photographic Journey of Israel.** 1:30–3 p.m., Minnesota Landscape Arboretum. FFI: 443-2460.

**Sun., Feb. 23**

■ **Public Architecture versus Architecture in Public**—Join U of M School of Architecture and Landscape Architecture faculty during this roundtable discussion on the role the public can or should play in the architectural design process. Garth Rockcastle, College of Architecture and Landscape Architecture head and principal partner in the firm Meyer, Scherer & Rockcastle, will moderate. 2 p.m., Weisman Art Museum, William G. Shepherd Room. FFI: 625-9494.

**Thurs., Feb. 27**

■ **What About Beauty?**—Jaune Quick-To-See Smith, a Native American artist and activist, will give the fifth lecture in this year-long series of lectures and discussions sponsored by the art department and the McKnight Arts and Humanities Endowment. This series explores a new ideal of beauty and art in the postmodern world, one leading toward a greater sense of community and respect for the environment and spiritual renewal. 7 p.m., West Bank Union Auditorium. Free. Also, join Quick-To-See Smith and others for a roundtable discussion on Fri., Feb. 28, 1 p.m. FFI: 625-3850.

## FAMILY ACTIVITIES

**Sun., Feb. 2**

■ **Family Fun: Track Detectives.** 1–3 p.m., Minnesota Landscape Arboretum, Main Gardens. FFI: 443-2460.

**Sat., Feb. 15**

■ **Eagle Watching and Brunch with Bald Eagles**—Tour Minnesota's hot spots for winter eagle watching: Read's Landing and Wabasha along the scenic bluffs of the Mississippi River. Sponsored by the Raptor Center, the itinerary includes bus transportation, brunch, talk on eagles, and guest performances by Othello and Leuc, the Raptor Center's bald eagles. Buses leave at 8:30 a.m. and return by 6 p.m. Participants must register by Feb. 11. Cost for brunch, lecture and bus transportation: \$45 members, \$55 nonmembers, \$20 students and children under 16. For brunch and lecture only: \$20 members, \$30 nonmembers, \$15 students and children under 16. FFI: MaryBeth Garrigan, 624-3031.

**Sun., Feb. 16**

■ **Family Fun: Dried Plant Weavings.** 1–3 p.m., Minnesota Landscape Arboretum. FFI: 443-2460.

**Send calendar items by fax: 624-6368; by e-mail: [urelate@gold.umn.edu](mailto:urelate@gold.umn.edu); by mail: Kiosk, University Relations, 6 Morrill Hall. Deadline for March's calendar is Feb. 10.**



The Louis Sullivan National Farmer's Bank in Owatonna

**Sat., Feb. 8**

■ **"Choices for Gardens"**—part of the Specialty Gardens Lecture Series. 8:30 a.m.–2:15 p.m., Hennepin Technical College, Brooklyn Park. FFI: 643-3601.

**Sun., Feb. 9**

■ **Travelogue Slide Lecture**—England and Scotland, 1:30–3 p.m., Minnesota Landscape Arboretum. FFI: 443-2460.

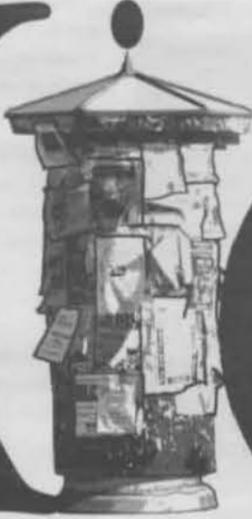
**Sun., Feb. 9**

■ **Monocultures and Multiculturalism**—Despite all the talk about multiculturalism, the U.S. is a country that allocates major resources toward the production and maintenance of monocultures. Thomas Fisher, dean of the College of Architecture and Landscape Architecture, pre-

**In this issue:**

- Internet as cure-all: a false vision, page 3
- New program will incorporate alternative health care, page 5
- Why Biosphere failed, page 6

# Kiosk



The Newspaper by  
and for University of  
Minnesota Faculty  
and Staff

<http://www.umn.edu/urelate/kiosk/>

## U looks at getting out of the food business

Faced with mounting difficulties in Food Services operations, the U turns outside.

The University may be ready to get out of the business of serving and selling food on the Twin Cities campus.

Faced with mounting financial losses, deteriorating facilities, and a decreasing customer base, last fall the University sent a request for proposal (RFP) to potential partners to help provide "high quality food at competitive prices and at convenient campus locations."

Proposals came in from three major companies, all with years of experience in higher education. "We're happy with the responses. We hope we will have some wonderful information to be sharing with the community," says Ron Campbell, associate vice president for housing, food, and business services.

Over the past five years, University Food Services has shown growing losses. Last year the losses totaled more than \$800,000. The loss for the current year is projected to exceed \$1 million.

Goals for food service include offering good food at affordable prices, providing opportunities for community, and bringing in revenue to support the University's mission. "A losing organization cannot do those things," Campbell says.

It isn't that Food Services hasn't tried. "We have tried everything we can think of to do. In spite of our best efforts we haven't been able to turn this around," says Nancy Arneson, director of human resources and administration for housing and food services.

"We provide food people don't want at prices they don't want to pay. That is not a good direction," she says. Because of continuing losses, hours of operation and some services at some locations were reduced in January.

"There's an opportunity to recapture customers," Campbell says. "It's not like people have stopped eating. People want to eat on campus.

Food can be a chance for people to gather for the creation of community."

Three companies submitted proposals. The two that are still being considered are Aramark and Compass Groups: Professional Food Management. All believe they can run a profitable food service business on campus. Because it will be a partnership, some of the revenue will go to the University.

Big companies whose business is food can achieve operation effi-

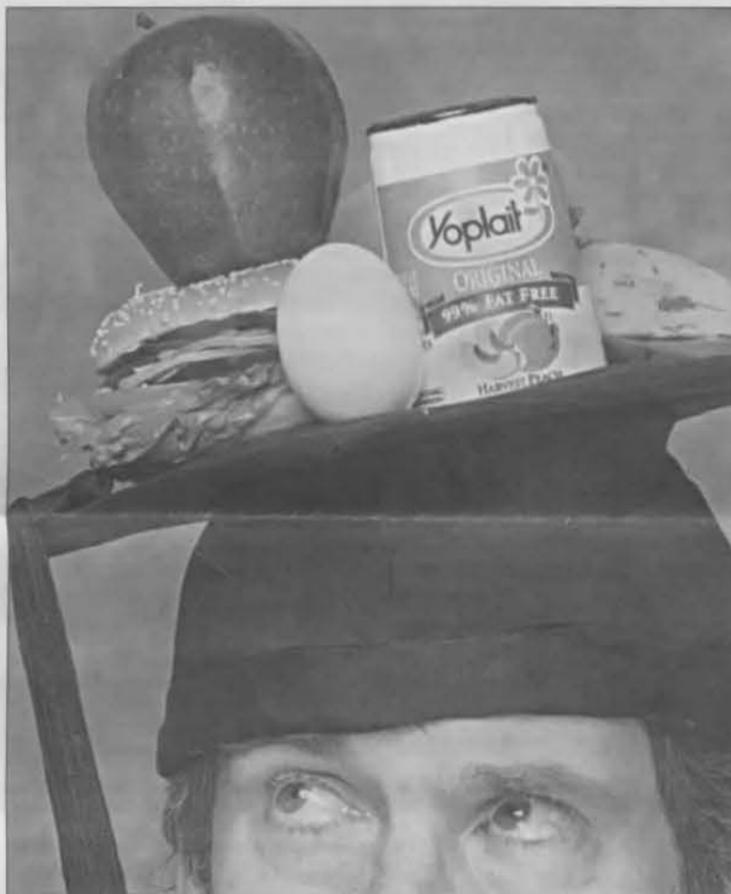


Photo by Tom Foley

ciencies, and get breaks on pricing, that the University cannot, Campbell says. They also have the money behind them to make capital investments.

The RFP asked vendors what kind of capital commitments they would make, or in other words "what they're going to do to renovate our facilities at their expense," Campbell says. All three proposals include some renovation right away.

The proposals were analyzed intensively in February, and the three companies made presentations at the end of the month. The timetable calls for negotiation in March, a recommendation to the regents in April, regents action in May, and implementation in July. Three public forums are planned for March. "There's still plenty of opportunity to bring up concerns and issues," Campbell says.

Residential dining, retail dining, catering, and vending services will all be in the deal. Most universities have gone to outside companies for at least some of these operations. "We may be the last major institution that isn't doing this to some extent," Campbell says.

What is different is that the University is offering all parts of the package at once. "This is the most comprehensive offer these companies have ever seen," Campbell says. "It seems to be making a lot of news nationally because it's so large," Arneson says.

The RFP asked companies to show

**Big companies whose business is food can achieve operation efficiencies, and get breaks on pricing, that the University cannot.**

how they will be in partnership with other businesses. "We may wake up one day and find familiar restaurants we've come to know and love in the Twin Cities, not just fast food places, right here on campus," Campbell says.

Collective bargaining agreements with current workers will be honored. Food Services now has 734 employees, including 123 members of the Teamsters International Labor Union, 52 civil service employees, 4 members of the American Federation of State, County, and Municipal Employees, 40 temporary workers, and 515 part-time student workers.

The Teamsters may move from one local to another, if they become private instead of public employees, but "in terms of whether or not they will have jobs, we're pretty confident that all of our employees will have a place if they choose to stay," Arneson says.

Civil service and management staff will not have the same job protection, but the companies in their proposals have indicated an interest in keeping just about everybody, Arneson says. "In this labor market it would be enormously expensive for them to go out and re-recruit."

Working on the project has been exciting but also scary, she says, because "it's our jobs we're talking about, and none of us really know how this will all work out. Some of us are becoming increasingly optimistic that a lot of the familiar faces will be here."

The exciting part is the chance to give students, staff, and faculty more of what they want. Prices will have to be "at least competitive with the local market," Arneson says, or else people will "continue to do what they're doing, which is walk the block and a half to go somewhere else."

Surveys show that one thing people want is more healthful food. All three proposals include vegetarian food and light meals.

Something else people want is more name brands. "People want more consistency. They want to know what it is they're buying, what it's going to taste like," Arneson says. In response to demand, people can expect to see a McDonald's or Burger King on campus.

In all of the changes, Campbell says, "the University will not lose control over programs or pricing or types of food service. All this will be done in partnership."

Will there be golden arches on top of Coffman Union? "We've rejected that idea," Campbell quips.

—Maureen Smith

### Food service forums scheduled

Three open forums on the proposals for food service are planned for March. This is the schedule:

**March 11, 10 a.m.—noon**  
West Bank Auditorium, Willey Hall

**March 12, 3–4:30 p.m.**  
North Star Ballroom,  
St. Paul Student Center

**March 14, 2–4 p.m.**  
Mississippi Room, Coffman Union

In a close vote, arts and sciences faculty on the Twin Cities campus voted not to be represented by a union. The vote was 692 against the union and 666 in favor of it, with 237 eligible faculty members not voting. President Nils Hasselmo said the close vote "signals that we have to make sure we rededicate ourselves to an effective faculty governance system, we have to make sure that the tenure issue is laid to rest, and we have to pursue aggressive strategies for faculty compensation."

The Faculty Senate completed its work on the regents-approved tenure code January 23. After defeating a motion to delay action until after the faculty union vote, the senate approved amendments proposed by senate committees without much controversy. A group of eight faculty has been chosen to meet with administrators and regents about the amendments.

Governor Arne Carlson recommended a \$116 million increase for the University in 1997-99, about half of what the University requested. "We're very pleased with the governor's recommendation," President Hasselmo said. The University will continue to seek its full request, he said, but the governor's proposal is "a very fine start."

The mood at the legislature is "very positive," Hasselmo told the Faculty Consultative Committee. "We've had the best reception we have received in quite some time." Legislators have given the University a good reception before, he said, but "now they imply they may have some money, too."

The Alumni Association released a set of five recommendations to improve the regent selection process. The biggest changes would be to eliminate constituency-based seats and include the governor in the review process. Current law designates eight seats from the eight congressional districts and one seat for a University student or recent graduate.

A transistor that stores a single electron to represent one bit of information and could revolutionize the way computers work has been designed and fabricated by University researchers. Stephen Chou, electrical engineering, is the principal investigator.

Recipients of 1997 McKnight Land-Grant Professorships are John Bischof, mechanical engineering; Linda Boland, physiology; Kristin Hogquist, laboratory medicine and pathology; Catherine Liu, French and Italian; Richard Price, political science; and Andreas Stein, chemistry.

*Kiosk* welcomes letters to the editor and opinion pieces. To be considered for publication, opinion pieces should be between 250 and 500 words, and letters should be under 150 words. Send copy and disks to *Kiosk*, University Relations, 6 Morrill Hall, via campus mail, or e-mail us at [urelate@gold.tc.umn.edu](mailto:urelate@gold.tc.umn.edu).



University president Nils Hasselmo

The vote by the Arts, Sciences, and Engineering and Professional Studies faculties on the Twin Cities campus on February 11 and 12 did result in a slim majority favoring the continuation of our system of shared governance over collective bargaining. But the closeness of the vote sends strong signals of distress, serving notice that issues have to be addressed if the faculty are going to continue to have faith in our time-honored system. What are the signals?

From my perspective, they include at least the following issues, which are not new but which have been placed before us with renewed urgency.

**TENURE:** This issue has been an extremely divisive one over the past year, and was, of course, the direct cause of the filing of cards for a unionization election. The vote indicates that there is still a good deal of doubt that "the tenure wars are over." While I believe that the tenure code that has been adopted for some segments of the University by the Board of Regents is a sound one, based as it is on the principles recommended by the Faculty Senate last June and endorsed by

me at that time, it is imperative that any remaining issues be resolved and a tenure code adopted for the entire University on the basis of those principles.

**COMPENSATION:** The serious lag in faculty salaries—we're at the bottom of the list of the 30 top research universities in this country, universities that are our main competitors—is a matter of deep concern, and has been for some time. Efforts to deal with this issue through internal reallocation have been quite insufficient, and there have been two salary freezes in the last five years. In preparing the biennial request for 1997-99, we placed faculty salaries as our top priority, and we are vigorously pursuing this matter with the state. We must implement, and will implement, a significant salary increase, moving our faculty aggressively toward the mean of the top research universities per the plan that was prepared last year.

**ACADEMIC PRIORITIES:** An agenda for change at the University has been established under University 2000, driven by strong academic priorities. It is very important that we continue to make sure that our heavy change agenda is indeed driven by these strong academic priorities, and that the changes made be seen as being so driven.

**FACULTY GOVERNANCE:** The vote gives our system of shared governance one more chance to prove itself. It is imperative that we rededicate ourselves to an effective shared governance system, one that brings together the Board of Regents, the administration, and the faculty. It is imperative that this be done in a way that makes all segments of the faculty feel a part of the plans and actions that are taken by the University.

Through the establishment of critical measures for our various activities, it has been possible to demonstrate significant

productivity and significant progress over the past few years. The Undergraduate Initiative has, through strong faculty action, begun to truly transform the undergraduate experience, especially on the Twin Cities campus and at Crookston. The major strategic investments that have been made in key areas of research and graduate education, including vibrant graduate and research centers such as the Cancer Center, Biomedical Engineering, and Children, Youth, and Family, have begun to show clear dividends and increases in the highly competitive sponsored research budget. The infusion of well over 200 new endowed chairs and professorships into the system through the generosity of our many donors has begun to provide us with a new cutting edge in many key disciplines.

Together, we have made meaningful progress, but much remains to be done. With tenure discussions back on track, an encouraging legislative session, changes in the Board of Regents, and President-designate Mark Yudof coming on board soon, I am confident that the University of Minnesota is now poised to realize its potential as one of America's top academic institutions.

I am working at this time with your elected faculty leadership to assess ways in which we can review and renew the shared governance system at the University of Minnesota. I know that the members of the Board of Regents share my strong desire to make sure that this system can meet the tests of the times, even the test of the heavy change agenda that the University has been pursuing and must continue to pursue.

I look forward to working with you toward those shared goals, as we have been working together over the past eight years under sometimes difficult circumstances.

## FACULTY CONSULTATIVE COMMITTEE

### Support U's budget request by contacting legislators

The 1997 legislative session is in full swing. Because this is the first year of the biennium, operating budgets will be set for the next year two years.

The University is asking for about \$230 million over the biennium, \$115 million a year. Of the \$115 million, \$36.5 million continues funding that was appropriated on a nonrecurring basis during the last biennium. The University request is framed in terms of a partnership with the state and involves significant University reallocations as its commitment to the partnership.

Major elements of the budget request include:

Compensation—a 2.5 percent inflation pool for all employees (\$68.9 million) and a "compensation strategy pool" (\$46.4 million) as part of a four-year plan to bring salaries up to the mean of appropriate comparison groups. The U's budget submission says, "the average salary for most employee groups is currently at or above the mean of the appropriate market. The two significant exceptions are faculty on the Morris and Twin Cities campuses." The comparison group for the Twin Cities is the 30 top-ranked national research universities.

Programmatic Investments—\$43 million.  
Investments in Technology—\$75 million.  
Tuition—hold to inflation, assumed to be 2.5 percent per year.

The governor has recommend a \$116 million increase over the biennium, most of which would be recurring monies. Major elements of the governor's proposal include the following.

Talented and Productive Faculty—\$30 million to aid in recruiting new faculty members.

\$10 million to assist in "retaining and rewarding current faculty members for their outstanding productivity and contributions."

Investments in Excellence—\$57.7 million for new investments in technology, facilities, and programs.

Up to \$5 million may be used to provide merit-based compensation increases for current faculty.

Merit Scholarship Challenge Grants—\$6.5 million for merit scholarships.

The governor is proposing this allocation as a match to fund-raising efforts by the University Foundation.

The governor's recommendation and the spirit in which it was offered are an encouraging beginning and in contrast to experience of recent years. At the same time, we need to continue to press with members of the legislature for an expansion of funding. Legislative decisions on funding will not be made until after the next revenue forecast at the end of March. At the moment, state revenues

have been running ahead of forecast from last November.

Please make every effort to contact your legislator. Legislative coffee parties are being organized in a number of districts. If one is organized in your district, please try to attend. Even if your representative or senator is not on the Higher Education Committee in the house or senate, contact is important as committee members are influenced by the general state of opinion among their colleagues. It is important to put a human face on the University and for legislators to understand the work of faculty.

The legislature has a lot of information available on the World Wide Web, starting at <http://www.leg.state.mn.us>. If you are unsure of your legislative district, the *St. Paul Pioneer Press* maintains an online legislative district finder. This district finder is available as a hotlink from the legislature's home page. Please feel free to contact me for additional information at 625-6353

—Craig Swan

Craig Swan is professor of economics and 1997 FCC legislative liaison

## Utopian visions of cyberspace

by Laura Gurak

You may have seen the recent television commercial from one of the major telecommunications companies touting the magical ability of the Internet to banish all social ills. "There is no race," someone claims, as a montage of faces flash by. "There is no gender," says yet another bright-eyed Internet believer. All that exists in this wonderful world of bandwidth and bytes is, they tell us, "the mind."

Only the mind, full of value-neutral ideas, ready to engage in high-spirited conversation, information exchange, and true communication. Why, it's almost as if we could simply plug coaxial cables directly into other people's brains and get at their true selves, avoiding the messiness of race, gender, and other of these darn confounding variables that get in the way of who we truly are and what we truly wish to say.

This vision of the Internet as a cure for our social ills is a popular one right now, especially for companies trying to sell Internet access to the as-of-yet unconnected, and it is a vision that is slowly pervading our notion of what to expect from this new technology. Yet this vision is false and it is dangerous.

First, to the falseness. Communicating via computer keyboard does not reveal who we are in the flesh. If your name is Chris, and I meet you in person or even talk to you on the phone, I will probably have an

idea of whether you are male or female. But on the Internet, I won't know. This concept, that computer-mediated communication (CMC) might allow us to communicate without the interference of social factors, has been explored for more than 10 years by various researchers.

Early studies, such as those by Sproull and Kiesler or Hiltz and Turoff, for example, noticed that communication over computer networks necessarily involved a "lack of social cues." When communicating with the limited character set of a keyboard, physical and social factors such as gender, race, and age are not immediately evident. On this point, the telecommunications commercial and the researchers agree.

Yet what researchers have since begun to notice is that this lack of face-to-face communication seems to encourage "uninhibited behavior": aggressive, rude, and sometimes offensive statements. This behavior, often called "flaming," surely does not lend to the utopian vision put forth by the Internet pundits.

Furthermore, studies such as those by linguist Susan Herring illustrate that gender does indeed come through quite loudly in cyberspace: the same tendencies of women's language observed IRL ("in real life," an acronym used by netizens to distinguish from life on the net) make themselves known on the Internet, too.

Now, to the dangerous part of the utopian vision. To imagine that a technology, any technology, could possibly allow us to separate our "minds" from our social and emotional states encourages the worst kind of Cartesian thinking and detracts

from our responsibility to learn how to live together in a diverse, complex democracy. It is dangerous to believe that you can escape into a space where issues of race and gender do not exist in a time when we need to be facing, not avoiding, such issues. What we could use from the Internet is in fact the opposite of what's proposed by this telecommunications company, and that is a place where we can debate and discuss issues central to our democracy, our communities, and our educational needs.

As many of us know, the Internet and related technologies hold great promise for education and research. I still find it quite amazing to have the ability to connect to a colleague in Europe, hold virtual office hours, collaborate with and teach students at a distance, and send images and sound at any time of the day or night.

As we embrace the future and the wonder of life in cyberspace, let us take a critical view of utopian promises made about it and about any new technology—in the living room, in the workplace, in the classroom. Let us also teach our students to be critical consumers and users of this new technology, and let us make cyberspace a place of many genders, races, ages, and cultures: a true global village.

*Laura J. Gurak is an assistant professor of scientific and technical communication in the rhetoric department. Her book Persuasion and Privacy in Cyberspace will be available from Yale University Press in spring 1997. You can visit her Web site at <http://Rhet.agri.umn.edu/Rhetoric/Faculty/gurak.html>.*

## Letters

### International offices include SPAN

I would like to add one more office to the list of internationally focused offices in Nicholson Hall (re: "Global Warming" article in the February 1997 *Kiosk*)—SPAN, the Student Project for Amity Among Nations. This wonderful program is all too often overlooked simply because it is not directly connected with any "umbrella group" such as ISP or ISTC.

SPAN was founded in 1947 and this coming fall quarter will celebrate its 50th anniversary as one of the oldest and largest student-run study abroad programs in the world. Its format of immersing the students in a self-directed research project in the country of choice under the tutelage of a faculty adviser provides a unique opportunity for students both to grow academically and to really see the culture "up close and personal."

I encourage everyone who has an interest in cultivating global understanding to consider assisting SPAN in its goals.

Steve Carnes  
Coordinator of Student Services  
Carlson School of Management

### They are us

The current attempt to unionize civil service professionals is not an either/or issue; the civil service committee and a professional union are not necessarily mutually exclusive. Nor will we lose "civil service status" once we unionize—because we will remain civil service professionals. Further, AFSCME is not attempting to organize the employees; it is the employees who are organizing themselves: "They" are "us."

On the surface, civil service professionals at the U seem to have a good relationship with the administration. Why wait till more alarming problems arise? Unionizing in a time of crisis only forces adversarial roles upon the union and administration. *But unions and employers need not be adversaries.* Perhaps it's best for us to organize while things are on somewhat pleasant terms, so we can enjoy a professional, mutually respectful relationship with our employer.

I know that many people who have been at the U a long time believe we have done OK for ourselves as individuals. They remember the days when our compensation followed state negotiations, or when wages kept pace with inflation. Without meaning any disrespect to those individuals, those times are, unfortunately, gone. For the past several years, the administration has offered *wage freezes* to civil service employees.

Finally, professional unions are commonplace. AFSCME alone represents more than 200,000 professionals nationally. Professional unions represent individuals in higher education and many other industries: scientists, musicians, lawyers, directors, editors, computer

programmers, resident physicians, writers, teachers, chemists, reporters, medical interns, program specialists and more—all professionals and unionized.

In fact, University of Minnesota professionals are one of the few groups in Minnesota public colleges and universities who have not created a union for themselves. And nationally, professionals have unionized at many institutions of higher education, including the Universities of Wisconsin, Illinois, California, Florida, Hawaii, Pennsylvania, and Massachusetts, to name a few.

I think the question we really need to answer revolves around one big issue: collective bargaining. To me, collective bargaining sounds a good deal better than remaining vulnerable to unilateral decisions while scratching out advancement only if and when individual opportunity allows us. My choice, then, is for collective bargaining through a professional union. Please join me in voting yes to a professional union at the University of Minnesota.

Jeffrey Cookson  
Program associate

# Kiosk

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The purpose of *Kiosk* is to contribute to a sense of community among University of Minnesota faculty, administrators, and staff by providing information on current, upcoming, and ongoing issues relevant to major institutional decisions; providing a forum for dialogue among administrators, other governance structures (e.g., Senate, P&A Advisory Committee), and faculty/staff; providing information on the regional and national events affecting our community; visibly honoring the work, lives, and accomplishments of faculty, staff, and administrators; providing information, such as professional tips, that will help the work of faculty, staff, and administrators; and adding to accessibility of other information available via Gopher, electronic bulletin boards, and newsletters.

The University of Minnesota is committed to the policy that all persons shall have equal access to programs, facilities, and employment without regard to race, color, creed, religion, national origin, sex, age, marital status, disability, public assistance status, veteran status, or sexual orientation.

PEOPLE

# Ron Matross: One of the lucky ones



Photo by Tom Foley

Ron Matross

**R**on Matross likes to think of his colleagues and himself as a "911 for student data."

"We try to answer questions that come to us from administrators, faculty, and student groups about who our students are, what they're thinking, and how well they do after they leave here," he says of his work as assistant director of the Office of Planning and Analysis.

In recent years, Matross has been providing the Admissions Office with information it needs to help

attract top students.

"The U has been and will continue to be a hybrid between a 'flagship' university and an urban university," he says. "In one sense we have students with the profile of a flagship—high ability and the right age cohort—but who behave like students at an urban school—working long hours, taking lighter credit loads—which affects graduation rates."

With this information in hand, the University has been trying to "tip the campus toward the flagship side."

"We've been doing that by admitting more well-prepared, higher-achieving students who should get through their coursework faster," he says. "This is also the reasoning behind strategies to encourage students to take larger credit loads, like the four-year graduation guarantee."

In addition to being a 911 for student data, Matross is an unabashed U lifer. "I bleed maroon and gold!" he jokes. He began as a graduate student in 1968, took his Ph.D. in psychology, then went to work for Student Affairs before his office became part of Academic Affairs.

Since then his institutional loyalty was greatly reinforced for personal rather than just professional reasons. Ten years ago, he was diagnosed with a chronic degenerative liver disease. The illness, he reports, did not seriously disrupt his life until 1994 when he "started to go downhill."

He went on the liver transplant waiting list and received a transplant early in 1995. "When your liver fails, everything in your body fails," he says. "It isn't pretty. I was lucky. Many people go on the transplant list and die before a liver becomes available."

Lucky, and then some.

"I'm really blessed to have had a world-class transplant center right down from my office," he says.

While still recovering in the hospital, he saw an ad for the U.S. Transplant Games (the national games are a prelude to the World Transplant Games, which this summer will be held in Sydney, Australia). "Right then and there I made a vow to myself that I would compete in those games." An avid, lifelong biker, he threw himself into training and not only managed to compete in Salt Lake City at last summer's U.S. Games, but also to win a bronze medal in one event and place fourth in another.

"I lost to a bunch of Californians who bike year 'round," he says with a smile. "I've got to get better."

It's hard to see how anyone could stop him.

—Richard Broderick

PLACES

# Historic buildings registered here

**W**hat does the University's Twin Cities campus have in common with New Orleans' French Quarter, the Lincoln Memorial, and Alcatraz? Well, yes, all these places have problems of deferred maintenance, but that's not what we meant. They're all also listed on the National Register of Historical Places, the official list of the country's cultural resources deemed worthy of preservation.

Thirteen buildings and three monuments in the vicinity of the campus knoll—the oldest part of campus located on the east bank along University Avenue, Pillsbury Drive, and 14th and 17th Avenues—make up the Old Campus Historic District, first officially listed on the national register of historic places in August 1984. They are Eddy Hall (1886) and its annex, Music Education (1888), Pattee Hall (1889, 1904), Pillsbury Hall (1889), Nicholson Hall (1890, 1927), Wulling Hall (1892), Burton Hall (1894), the Armory (1896), Westbrook Hall (1898), Jones Hall (1901), Child Development (1903), Shevlin Hall (1906), Fofwell Hall (1907), Pillsbury Statue and Gate (1900, 1902), Dorr Fountain (1902), and the Student Soldier Memorial (1906).

To be considered for the register, places must be associated with a historically significant person, event, or architectural style, or be likely to yield important information about prehistory or history. Administered by the National Park Service, the register includes buildings, sites, districts, structures, and objects around the country.

The University's historic district made the cut on two counts—its association with an important early period in history (the formation of a leading university) and the notable designs by prominent Minnesota architects.

While a national register designation is mostly symbolic—it does not preclude an owner's right to alter, manage, or even sell off property—it does often change the way

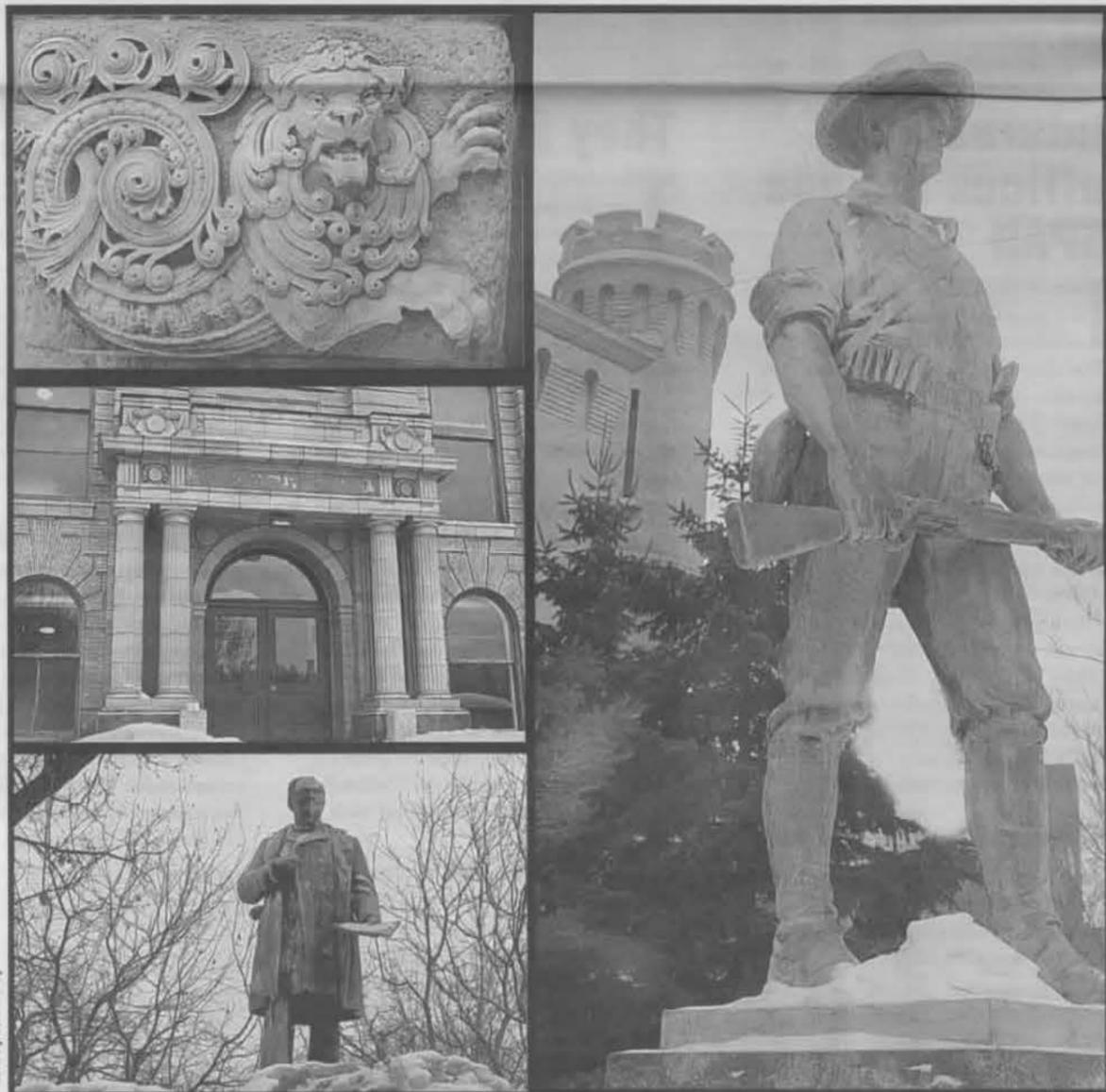


Photo by Tom Foley

Details from some of the U buildings listed in the National Register of Historic Places include (clockwise, from top left): a frieze from Pillsbury Hall; the Student Soldier Memorial (with the Armory in background); the Pillsbury statue; the entrance to Jones Hall.

communities perceive their historic resources and gives credibility to private and public preservation efforts.

The buildings pictured here are glimpses of some of the U's nationally registered historical delights. For a full view, stroll by and see for yourself. And for more infor-

mation about these—as well as other historic places in Minnesota—call the State Historic Preservation Office at (612) 296-5434.

—Nina Shepherd

**PROGRAMS**

# Alternative/complementary care: a new frontier

The world of the medical doctor and the world of the shaman may be in the same galaxy after all.

Plenty of hints in the past few years would suggest it: Bill Moyers' popular 1993 PBS series, "Healing and the Mind," which featured medical doctors; the creation of an Office of Complementary and Alternative Medicine within the National Institutes of Health (NIH) in 1992; the fact that 40 of the nation's 124 medical schools offer some courses in complementary/alternative care.

Now, the University is stepping out to take the lead in studying how science-based health care and other—sometimes much older—alternative therapies can work together. A 45-member task force this month recommended that the Academic Health Center create a center of excellence in complementary, spiritual, and culturally-sensitive care. It would be the first of its kind in the country.

The task force was co-chaired by Mary Jo Kreitzer, a distinctly science-grounded (Ph.D., R.N.) professional who also runs the U's Center for Spiritual Care and Healing, a two-year-old effort to integrate spiritual and culturally-sensitive care into practice. Kreitzer is unabashedly enthusiastic about the task force proposal.

"What we consider alternative is mainstream in 80 percent of the rest of the world," she says. "We want to be



Photo by Tom Foley

**Mary Jo Kreitzer**

open while applying vigorous methods of research and investigation."

There should be plenty of opportunity. Kreitzer says that studies estimate 30-50 percent of American adults receive some kind of alternative care: acupuncture, massage, aromatherapy, or relaxation therapy, for example. They also spend \$13.7 billion for alternative practitioners, \$10.5 billion out-of-pocket. But 70 percent of them never tell their doctors they're using alternative medicine.

The task force envisions a center that taps into this public

by creating an infrastructure to support and facilitate interdisciplinary research, education, and care; creating a core curricula on complementary, spiritual and culturally-sensitive care and self-care; encouraging new research methodologies and collaborative interdisciplinary teams; and developing clinical sites that model integration of complementary care.

No one really knows yet what that will mean in practice. But James Gordon, a Harvard-trained medical doctor and clinical professor of psychiatry and family practice at Georgetown, told an AHC forum February 4 that the University's effort in the area is "the most important...going on around the country because it is far-reaching, it is thoughtful, it is evidence-based."

Gordon, who met with Kreitzer and the task force during his visit, said that much of the momentum toward incorporating complementary care into practice is coming from inside the health sciences professions, including an "extraordinary interest, exuberance, and commitment" by medical students. He also said that he gets calls every week from physicians looking for "a new frontier."

"That new frontier lies in exploring not only these new approaches, but in this new and very old way of approaching medicine" that can help "to revive the spirit that animated us when we first went into the health professions," said Gordon, who has written 10 books and devoted the past 25 years to the study and practice of alternative and complementary care.

What he's found, he said, is that "much of what is new is also very old and deeply imbedded in the traditions of the healing professions....What we're doing is reviving what's been lost, and we're bringing disparate elements together...for a new approach to medicine that makes use of the best of our modern biomedicine and is grounded in ancient wisdom."

—Mary Shafer

Gayle Bonneville contributed to this article.

To read the University Task Force Report on Complementary/Cultural/Spiritual Care, visit the World Wide Web at <http://www.ahc.umn.edu/tfcc.html>.

**NEIGHBORS**

# Newman Center thrives on paradox

With a database that includes 3,000 names and a core of several hundred regular worshippers, the Newman Center thrives on paradox.

It is a religious organization—the campus presence of the Roman Catholic Church—operating in the shadow of a research university, perhaps the purest example of a secular humanist institution. It is a frankly progressive ministry representing one of the most conservative institutions in the world. And it is a parish without geographical boundaries but with a powerful sense of community among members drawn, for the most part, from a commuter campus.

"The average parish has to deal with 'Easter/Christmas' Catholics a lot more than we do," says Fr. Charlie Martin, a Paulist priest who recently joined the center as its campus minister. "If people come here, it's not from habit, but from choice."

"In fact," he says dryly, "given the sheer hassle of getting here and finding a place to park, I think we can assume that people who come to mass and other services here are highly motivated."

One of the things that draws people to the Newman community is the organization's reputation for conducting a socially conscious ministry, as Martin describes it. Indeed, he lists work with social justice issues as one of the four primary concerns of the Newman—the others are evangelization, liturgy (mass and other religious services), and pastoral care. The center's calendar for winter quarter lists a dozen activities under "peace and justice." Nor is this concern new: the Nestlé's boycott—which forced the giant food company to change its methods for marketing infant formula in Third World countries—began right here, at the University of Minnesota's own Newman Center.



Photo by Tom Foley

**Charlie Martin, campus minister**

Says John Romano, a professor of educational psychology who serves on the Newman's board of trustees, "The environment at the Newman Center is unique. I like the liturgy—and the emphasis on social outreach."

But while the center has a deserved reputation for progressive attitudes, Martin is quick to point out that Newman strives to provide a welcoming atmosphere to all Catholics (and non-Catholics), liberal or conservative.

"We aren't looking to provoke people," he says. "We try to be as open as possible within the larger community of the church. We cannot function effectively without the support of the archdiocese. Our style may be progressive, but we are part of the archdiocese and part of the Roman Catholic Church."

In addition to the Newman's social consciousness,

Romano—like many other faculty and staff—also find the center's University affiliation an attractive feature. In a campus community that often seems less than communal, the Newman Center allows him and other like-minded individuals a place and a reason to meet. One popular activity among staff and faculty is the Newman's biweekly discussion group (held at the Campus Club every other Wednesday over the noon hour), led by Martin. The current topic: Stephen Carter's book *The Culture of Disbelief* which examines the way religion has been excluded from secular society.

It's an exclusion that does not sit well with Martin, especially as it relates to the role of religion and religious people within the academy.

"The church has always been part of the academic milieu and ought not to retreat from asserting its role in that milieu," he declares. "People are more and more discovering that the attitude that religion has no role in the academy or in American culture in general is ill-founded. We want to be part of the intellectual conversation."

—Richard Broderick

PERSPECTIVES

# Earth to Biosphere: You can't fool Mother Nature

**B**iosphere II, a \$200 million attempt to recreate Earth's major ecosystems in the Arizona desert, was supposed to support human crews indefinitely in a sealed enclosure that would light the way for similar colonies on the moon or Mars. But it didn't quite work out that way. After 18 months, its eight crew members left amid insurmountable environmental problems. Now, Columbia University has taken over the project to model the effects of global warming.

We asked David Tilman, an ecologist and expert on ecosystems, what we can learn from the Biosphere II fiasco.

**Q:** How was Biosphere II designed?

**A:** The idea was to mimic the services of Earth, so they put in many species of plants to produce oxygen and remove carbon dioxide, soils to purify the water and grow the plants, streams to raise fish, forests to provide building materials, and even a small ocean with a coral reef. They had to seal it to keep it from losing air and water because other planets would have no atmosphere—or else a hostile one—to replace the original.

**Q:** What went wrong?

**A:** After 18 months, oxygen levels had dropped to levels found at a 17,000-foot elevation. That's too low for people to function. They also had a major problem with weeds. For example, morning glories overgrew everything, even trees, and blocked out the light. The crew couldn't use herbicides because that would have poisoned the ground water. So they had to weed by hand. They introduced pollinators such as bees and hummingbirds, but they all died. Their ground water was polluted, and they needed \$1 million worth of electrical energy a year just to keep things going.

**Q:** Why did this happen?

**A:** A variety of reasons. Many animals went extinct because they had evolved in a large habitat but they were being kept on only a quarter acre of land. Also, the soils had to be very rich to grow enough food. But the numerous soil bacteria and fungi consumed too much oxy-



David Tilman

Photo by Tom Foley

gen and gave off too much carbon dioxide. Any nutrients not taken up by plants polluted the ground water.

**Q:** What does this tell us?

**A:** That if habitats are fragmented, they don't function anymore. That's exactly what we're doing on Earth by building roads and housing subdivisions and cutting forests. Second, that we don't yet know how to provide artificial ecosystems that will provide for us. We need the knowledge of how ecosystems work before we can create sustainable ecosystems on the moon or replace ecosystems destroyed on Earth. The big lesson is that an expenditure of more than \$200 million couldn't provide eight people with the services we get from natural ecosystems now. But those are the very ecosystems we're destroying as humans expand across the Earth. There's no substitute for nature.

**Q:** Is there any cause for optimism?

**A:** Yes. I believe Biosphere II documents the dangers in fragmenting habitats and in practicing intensive agriculture on too large a scale. However, the time scale of Biosphere II is very different from Earth's. We probably have 50 or more years before we have the same kinds of problems. That's a long enough time for society to learn from Biosphere II and alter its course. I'm optimistic that we'll find ways to balance the short-term and long-term needs of humans.

—Deane Morrison

## Kudos

**Steve Collins**, College of Education network specialist, and his wife, a technology coordinator for the Cottage Grove school system, designed a World Wide Web site that has been designated a "Gold Site" by NetGuide, magazine of the Net. The Gold Award recognizes "the best of the Web." The site—"Web 66"—was supported by funds from 3M, the College of Education, and the Office of Information Technology.

**Susan Jarosak**, program associate, Staff and Organizational Development, received the Minnesota Extension Service's Deans and Directors Distinguished Extension Support Staff Award.

**Philip S. Portoghese** received the citation of merit from the University of Wisconsin-Madison for his accomplishments in the areas of medicinal chemistry and the pharmaceutical sciences. Portoghese is professor of medicinal chemistry.

**G. Edward Schuh** has been named to the Orville and Jane Freeman Chair for International Trade and Investment Policy. Schuh is dean of the Humphrey Institute.

**Gail A. Thoen**, assistant professor in General College, was elected to both the Council of the Minnesota Psychological Association and the Board of Directors of the Midwest Association for Marriage and Family Therapists. Thoen is a licensed psychologist and a licensed marriage and family therapist.

**Outstanding Service Awards** have been presented to the following civil service staff on the Duluth campus:

**Mary Allen**, senior administrative director, Office of Vice Chancellor for Academic Administration; **Norma Campbell**, student support services associate, Financial Aids; **Paul Damberg**, public relations representative, University College; **Marjorie Johnson**, principal buildings and grounds supervisor, Facilities Management; **Karl Johnson**, student support services associate, Office of the Registrar; **Kathleen Kennedy**, principal accounts specialist/accounts supervisor; and **Jim Loukes**, senior grant and contract administrator, Office of Research and Technology Transfer Administration.

**Outstanding Service Awards** for civil service staff on the Twin Cities Campus: Humphrey Institute: **Tim Sheldon**, coordinator; and **Judy Leahy**, executive assistant. IT: **Ted Tolaas**, senior laboratory services coordinator, Chemistry; and **Dale Randall**, senior stores and delivery supervisor, Chemistry.



### Mazowske

Poland's state folk dance and song company will perform a kaleidoscope of Polish dances and songs, including mazurkas, polkas, waltzes, and polonaises at Northrop March 7. Mazowsze has an international reputation for exuberant and colorful representations of Poland's cultural heritage. Tickets are \$22.50, \$18.50, and \$13.50 for the 8 p.m. performance. Call 624-2345 to order.

## Women's Leadership Award announced

Nominations are being accepted for the first Women's Leadership Award. Created in May 1995 and sponsored by the University's Commission on Women and the Mullen/Spector/Truax Endowment for Women's Leadership Development, the annual award will recognize a faculty or staff woman who has made outstanding contributions to women's leadership development.

All University women—faculty, staff, and graduate students—holding at least a 50 percent appointment may apply.

Nominations should include a letter of nomination, up to five letters of support, and a current résumé or curriculum vita. They should be sent by April 4 to: Women's Leadership Award Selection Committee, Commission on Women office, 432 Morrill Hall.

The 1997 award will be given in conjunction with the Commission on Women's spring meeting in May. The winner's department will receive a \$400 honorarium to support professional development activities. For more information, call 5-3531.

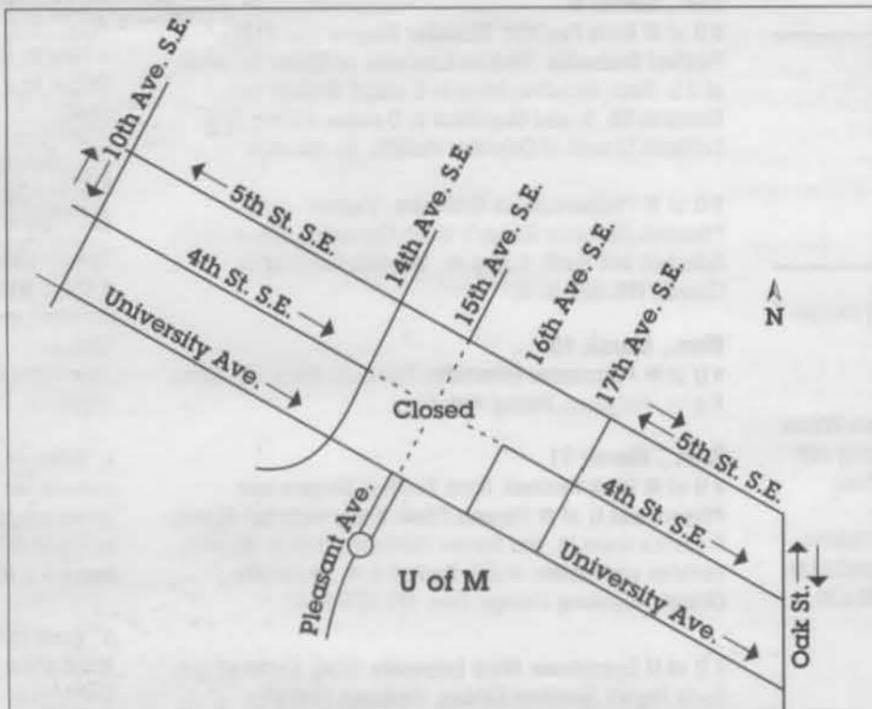
## Doin' the Dinkytown detour

The good news is that by year's end it should all be over. The bad news is that until then, Dinkytown construction will continue to mean rerouted traffic patterns. Here's what to look forward (and sideward) to:

### Feb. 19–mid-May:

**4th Street S.E.** will be closed to through traffic between 14th and 16th Avenue S.E. Between 10th Avenue S.E. and Oak Street, eastbound traffic will be rerouted to University Avenue; westbound to 5th Street S.E.

**15th Avenue S.E.** will be closed between 5th Street S.E. and University Avenue. Northbound traffic will be rerouted to 17th Avenue S.E.; southbound, to 14th Avenue S.E.



### Mid-May through late fall 1997

**4th Street S.E.** will be closed to through traffic between 10th Avenue S.E. and Oak Street. **5th Street S.E.** will remain in the detour pattern.

### December 1997

Traffic on 5th Street S.E. will return to preproject conditions.

For more information, call the Hennepin County Department of Public Works at 930-2500. The information is also available on the Web at <http://www.umn.edu/tc/around/dtown.html>.

## And our special guest...Goldy

The U's very own Goldy Gopher is taking to Minnesota schools these days as part of a new outreach effort. Goldy will appear for nearly any occasion from award presentations to holiday hoopla. To schedule, contact Mike Tracy at University Relations, 624-6868.

## On the move

Several Human Resources programs have relocated from the U Technology Center to Fraser Hall, Room 120: Faculty and TA Enrichment Program; TA English Program; Teaching Enrichment Opportunities for Doctoral Students; and Preparing Future Faculty. For more information, please call 627-1892.

## You can't refuse

Employees are eligible for a special discount on all games in the 1997 Western Collegiate Hockey Association (WCHA) Final Five, to be held March 13–15 at the St. Paul Civic Center Thursday, March 13 through Saturday, March 15. Deadline for ordering is March 10. For more information, or to order by phone, call 626-2222.

## Travel funds available for civil service staff

The Civil Service Committee has secured funds this year to support employee travel expenses. All non-bargaining unit civil service employees

can apply for up to \$500 for travel to out-of-town conferences. The funds must be used to attend a conference or seminar that supports your current job, and reimbursements will only be made to individuals. Recipients will be chosen by lottery. The submission deadline is May 1, 1997 for travel to be completed by September 30.

For further information contact Wendy Williamson at 612-625-2307 or [wendy@atlas.socsci.umn.edu](mailto:wendy@atlas.socsci.umn.edu).

## Basketball team looks great

The Gopher men's basketball team was second-ranked in the nation and close to clinching the Big Ten championship when *Kiosk* went to press. Fans have high hopes for the National Collegiate Athletic Association (NCAA) tournament in March.

The number two ranking in the Associated Press media poll and USA Today/CNN coaches poll is the highest in Gopher history. The 1964 and 1973 teams reached as high as third. With six games left to play, the Gophers were three games away from claiming the title. They were 11–1 in the Big Ten (22–2 overall), and the next-closest teams all had five losses.

Selection Sunday for the NCAA is set for March 9, when the Gophers will learn where they will play in the tournament and whether they will be given their first top seed. Watch for information about opportunities for fan involvement.

## Donation will remodel Amundson Hall

Chemical engineering alumnus and former Exxon senior VP George Piercy has donated \$1 million to remodel Amundson Hall. "Mr. Piercy is very proud of chemical engineering's number one rank in the *U.S. News and World Report* survey," said U Foundation director Gerald Fischer. Fischer said Piercy wants to build a new wing to relieve overcrowded student conditions.

## Careerscapes

### Résumania: Catch it!

Did you remember to deposit your last paycheck? Of course you did; it's the reward for the work you do.

Did you remember to update your résumé the last time you accepted a new work responsibility? Many people don't, and that's unfortunate. Your accomplishments on an up-to-date, well-written résumé can also be rewarding in terms of career opportunities.

#### You should update your résumé especially if:

- You are thinking about applying for a new position similar to your current one;
- You are interested in exploring employment possibilities in a new career field;
- You aren't sure what new career you want to enter, but would like to start talking to people in fields that interest you;
- You think that your position might not be around for the rest of your career life;
- Your employer wants to keep a summary of your professional credentials on file.

Basically, there are two kinds of résumés.

#### A catch-all résumé:

This is a summary of EVERYTHING you have done that could possibly relate to your career. This resume includes absolutely every position you have held in your career life, volunteer or paid. This resume is for your use only,

so don't worry about length. Just list everything.

To compile this résumé, go back and see if you have job descriptions for previous jobs. These can be great reminders of what you've accomplished. For your current position, get into the habit of keeping track of all the new tasks you assume. You can keep a file with notes that you add periodically to the catch-all résumé.

It's important to gather as much data about your career life as possible—without editing yourself. Many people find that by listing everything they have done, they remember forgotten activities that may be related to future career interests. When it comes time to apply for a specific position, you will use the relevant parts of this resume to assemble...

#### A targeted résumé:

You've got a specific career in mind, maybe even a specific job opening. This resume is written with that job in mind, and highlights your work and educational experiences by relating them directly to a job or career of interest.

You're a sculptor, and the "catch-all" résumé is now your block of clay. So, start shaping it! Accentuate those experiences that relate directly to the desired position.

This résumé is designed to get you an interview, so be sure it focuses on that goal. As you decide what parts of your catch-all résumé to include, try looking at your experiences through the eyes of an employer. What items are most important for a job or field? Have you highlighted them? If you have, then you're more likely to get that interview.

How do you know when you've written a good resume?

#### Here are a couple of tests:

Ask someone who doesn't know your career history to look at your résumé for 40 seconds—the amount of time the average résumé reader spends with each résumé. Then ask that person what he or she remembers. This will give you a good indication of what stands out and what doesn't.

Find people who are working in the field in which you hope to work. Ask them to review your résumé as if you were applying for a position similar to their own. Ask for advice about what is missing in your experiences. Also, ask to see their résumé. It might give you some ideas.

Want to know more about résumés? The Employee Career Enrichment Program has created an online workbook to help you with your résumé. Résumania On-Line is a six-step process designed to help create and refine your résumé. It includes numerous interactive exercises and sample résumés that you can access right at your own computer.

To catch yourself a good case of Résumania, get on the World Wide Web and go to <http://www.umn.edu/ohr/ecep/resume>.

—Eric Schnell

Eric Schnell is a Career Counselor/Web Site Coordinator for the Employee Career Enrichment Program.

# March calendar

## OF NOTE

### Fri., March 28

Floating holiday, University offices closed.

### Mon., March 31

Spring quarter classes begin.

## SPECIAL EVENTS

### Fri., March 7

■ **Mazowsze**—Poland's state folk dance and song company will perform. (see p. 7 for details)

### Thurs., March 13

■ **Sandra Benitez**, award-winning author of *A Place Where the Sea Remembers*, will present an evening reading and book signing, 7:30 p.m., Weisman Art Museum. Free.

■ **Dayton's Bachman's Preview Party**—Advance reservations required. Proceeds benefit the Minnesota Landscape Arboretum's Children's Learning Center. 5:30–7:30 p.m. FFI: 443-2460, ext. 113.

## EXHIBITS

### Goldstein Gallery FFI: 624-7434

■ **"Who'd a Thought It: Improvisation in African-American Quiltmaking"**—This traveling exhibition, organized by the San Francisco Craft and Folk Art Museum, represents quilt artistry of African-Americans from across the United States. Through March 30.

### Tweed Museum of Art FFI: 218-726-7056

U of M Duluth Museum hours: Tues., 9 a.m.–8 p.m.; Wed.–Fri., 9 a.m.–4:40 p.m.; Sat. & Sun., 1–5 p.m.  
■ **Works on Paper from the Collection: c.1940–1996**—A major new exhibition presenting over 120 prints, drawings, watercolors, and collages on paper from the museum's permanent collection. Through March 29.

### Weisman Art Museum FFI: 625-9678

■ **"Buildings Celebrated/Celebrated Buildings"**—From the Weisman's permanent collection of outstanding paintings and works of art illustrating the built environment. Through March 16.

■ **Faculty Juried Exhibition**—New work by selected faculty members from the College of Architecture and Landscape Architecture. Through March 16.

■ **The Louis Sullivan Owatonna Bank**—This small exhibition presents a comprehensive look at the development and construction of this architectural landmark in the southern Minnesota town of Owatonna. Through April 13.

## MUSIC

### Sat., March 1

■ **U of M Men's Chorus and Women's Chorus**. Kathy Saltzman Romey conducts "Songs, Psalms, and Dances." 8 p.m., University Lutheran Church of Hope, Minneapolis. Free. FFI: 626-8742.

### Sun., March 2

■ **"Falstaff,"** presented by the U of M Opera Theatre. Gary Gisselman directs and Keith Clark conducts Giuseppe Verdi's final opera. Performed in English. 2 p.m., Ted Mann Concert Hall. Tickets \$11.50–\$6.50. FFI: 624-2345.

### Mon., March 3

■ **U of M Faculty Recital**. Trombonist Thomas Ashworth will perform trombone and euphonium music from be-bop to baroque. Pianists Mary Jo Payne and Bobby Peterson will accompany. 8 p.m., Ferguson Recital Hall. Free.

### Tues., March 4

■ **U of M Jazz Combo I and II**. Scott Wright will conduct. 8 p.m., Ferguson Recital Hall. Free.

### Wed., March 5

■ **U of M Campus Orchestra and University Band**. Brian Handley and Elizabeth Prielozny Barnes conduct the music of Ives, Mozart, and award-winning student composers. 8 p.m., Ted Mann Concert Hall. Free.

### Thurs., March 6

■ **U of M Symphonic Band**. Eric Becher conducts. 8 p.m., Ted Mann Concert Hall. Free.

### Sun., March 9

■ **U of M Bach Festival: Chamber Singers and Bach Festival Orchestra**. Thomas Lancaster conducts the music of J.S. Bach, including Mass in G major, Brandenburg Concerto No. 6, and Magnificat in D major. 4 p.m., First Lutheran Church of Colombia Heights. \$5 donation.

■ **U of M Philharmonica Orchestra**. Violinist Jorja Fleezanis performs Barber's Violin Concerto, with works by Schubert and Bach. 7:30 p.m., Wayzata Community Church. FFI: 626-8742.

### Mon., March 10

■ **U of M Percussion Ensemble**. Fernando Meza will direct. 8 p.m., Ferguson Recital Hall. Free.

### Tues., March 11

■ **U of M Bach Festival: Bach Festival Singers and Players and U of M Concert Choir**. Kathy Saltzman Romey, Frederick Irwin III, and Steven Dahlberg conduct the early cantatas and motets of J.S. Bach. 8 p.m., Hoversten Chapel, Augsburg College. Free. FFI: 626-8742.

■ **U of M Symphonic Wind Ensemble**. Craig Kirchoff conducts Husa's *Smetana Fanfare*, Vareses's *Octandre*, Schwantner's...and the *Mountains Rising Nowhere*, and Corigliano's *Gazebo Dances*. 8 p.m., Ted Mann Concert Hall. Free.

### Wed., March 12

■ **U of M String Solo Gala**. 2:30 p.m., Ferguson Recital Hall. Free.

■ **U of M Campus Orchestra**. Elizabeth Prielozny Barnes conducts "Mostly Made in Minnesota." 8 p.m., Coffman Union Auditorium. Free.

■ **U of M Jazz Ensemble II**. Scott Wright conducts. 8 p.m., Ferguson Recital Hall. Free.

### Thurs., March 13

■ **U of M Symphony Orchestra**. Keith Clark conducts the annual "Academic Festival Concert," featuring winners of the concerto competition and the music of Brahms, Vaughan, Williams, and others. 8 p.m., Ted Mann Concert Hall. Free.

### Fri., March 14

■ **U of M Student Piano Ensembles**. 2:30 p.m., Ferguson Recital Hall. Free.

■ **Bach Society of Minnesota**. Featuring the Bach Society Choruses. Comments at 7:40 p.m., performance at 8 p.m., Ted Mann Concert Hall. Tickets \$14. FFI: 624-2345.

■ **U of M String Chamber Ensembles**. 8 p.m., Ferguson Recital Hall. Free.

■ **U of M Bach Festival: Baroque Chamber Music**. 8 p.m., James J. Hill House, St. Paul. Tickets \$10–\$7. FFI: 296-8205.

### Sat., March 15

■ **U of M Faculty Recital: Tenor Clifton Ware**. "Approaching a New Age," a retrospective/futurespective in celebration of Ware's 60th birthday. 4 p.m., Ted Mann Concert Hall. Free.

### Sun., March 16

■ **Greater Twin Cities Youth Symphonies**. 3 p.m., Ted Mann Concert Hall. FFI: 870-4165.

### Mon., March 17

■ **Bach Society of Minnesota**. Featuring Moore by Four and The Bach Society Choruses. Comments at 7:10 p.m., performance at 7:30 p.m., Ted Mann Concert Hall. Tickets \$14. FFI: 624-2345.

### Thurs., March 20

■ **Minneapolis Public Schools Arts Festival**. 7 p.m., Ted Mann Concert Hall. FFI: 627-2452.

### Thurs., March 27

■ **Saint Paul Chamber Orchestra**. Sergiu Comissiona conducts a "Casually U" performance featuring pianist Alicia de Larrocha. 8 p.m., Ted Mann Concert Hall. Tickets \$31–\$19. FFI: 291-1144.

### Mon., March 31

■ **U of M Faculty Recital**. Bassoonist Charles Ullery, Bassist Chris Brown, and friends will perform. 8 p.m., Ferguson Recital Hall. Free.

## THEATER

■ **"The Good Person of Setzuan"** by Bertolt Brecht. Rarig Center, March 1 at 8 p.m. and March 2 at 3 p.m. FFI: 624-2345.

## LECTURES, WORKSHOPS, & CONFERENCES

### Tues., March 4

■ **Ralph Nelson and Stephen Weeks**—U of M College of Architecture and Landscape Architecture professors, will discuss their projects as part of the ongoing series, "Art Sandwiched In." 12:15 p.m., Weisman Art Museum. Attendees should meet in the exhibition galleries.

■ **"Advanced Asset Allocation: Beyond the Basics"**—This seminar, as part of "Sound Investing," a brown bag lunch series sponsored by Human Resources, will teach you how to maximize returns and avoid duplicating investments. Noon–1 p.m., 215 Donhowe Building.

■ **"Brain of the Earth's Body: Museums and the Fabrication of Modernity"**—Donald Preziosi, professor of art history at UCLA, will discuss the history of art and architecture in America. 2:30 p.m., Weisman Art Museum, William G. Shepherd Room.

### Tues., March 11

■ **Joshua Weinstein**—Lecturer in the College of Architecture and Landscape Architecture, will discuss his projects as part of the ongoing series, "Art Sandwiched In." 12:15 p.m., Weisman Art Museum.

■ **"Triumph of Indexing"**—Part of the "Sound Investing" series, this seminar reveals how to employ indexing, a strategy many experts feel should be the core of most retirement portfolios. Noon–1 p.m., 215 Donhowe Building.

### Tues., March 18

■ **"Advanced Investment Strategies: Examining Investment Risk"**—This seminar, part of the "Sound Investing" series, will teach you how to determine investment risk and return characteristics for asset classes. Noon–1 p.m., 215 Donhowe Building.

### Fri., March 21

■ **Disability Services Training Session**—Access for students with disabilities will be covered from 9–10:30 a.m., and access for employees with disabilities from 10:30 a.m.–noon. St. Paul Student Center, room 202. FFI: 624-9566.

### Sun., March 23

■ **Supernova Remnants: Where Does All That Energy Go?**—Thomas W. Jones, Lawrence Rudnick, and Byung-II Jun will co-chair this workshop on supernova as part of the astronomy department's year-long Centennial Celebration. Opening address at 1 p.m., workshop begins at 8:30 a.m. on March 24. Electrical Engineering/Computer Science Building, room 3-180. FFI: 624-0211.

### Thurs., March 27

■ **"Affirmative Action: Are Compromises Tenable?"**—David Bryden, University Law School professor, presents this seminar sponsored by the Program in Human Rights & Medicine. 7 p.m., 356 Ford Hall. Free. FFI: 626-6559.

## FAMILY ACTIVITIES

### Sun., March 2

■ **Family Fun: Track Detectives**—Dress for the outdoors and identify various animal tracks. Free with regular paid gate admission. 1–3 p.m., Minnesota Landscape Arboretum. FFI: 443-2460.

### Sat., March 8

■ **Architecture from A Kid's Eye View**—A fun-filled day of exploring architecture with your family. Kids of all ages can take part in activities including designing buildings and neighborhoods, singing songs about buildings, and listening to stories. Architectural artwork by students from the University Child Care Center will be on display. 11 a.m.–3 p.m., Weisman Art Museum.

### Sat., March 15

■ **Family Printmaking Workshop**—This family workshop will include a tour of the Works on Paper exhibition, hands-on printmaking activities, and refreshments. Cost is \$15 per family. 1–3:30 p.m., Tweed Museum of Art, U of M Duluth. Call Alison Aune for reservations and information, 218-726-8527 or 218-726-8222.

**In this issue:**

- First-year faculty, page 4
- About the new modem charge, page 5
- Reflecting on the union vote, page 6

# Kiosk

Congratulations, Gophers, on a golden season!

The Newspaper by and for University of Minnesota Faculty and Staff

<http://www.umn.edu/urelate/kiosk/>

## Virtual U: on the brink of cyberspace

**Y**ou can almost feel the tremors as the paradigm shifts.

Inexorably, technology is changing how higher education serves students. Once places where knowledge was "kept," universities—collaborating with other educational institutions and businesses—are transcending locale to reach all kinds of students anytime, anywhere. The U has the potential to take the lead in this new scene, even as some warn of potential pitfalls in this brave new virtual world.

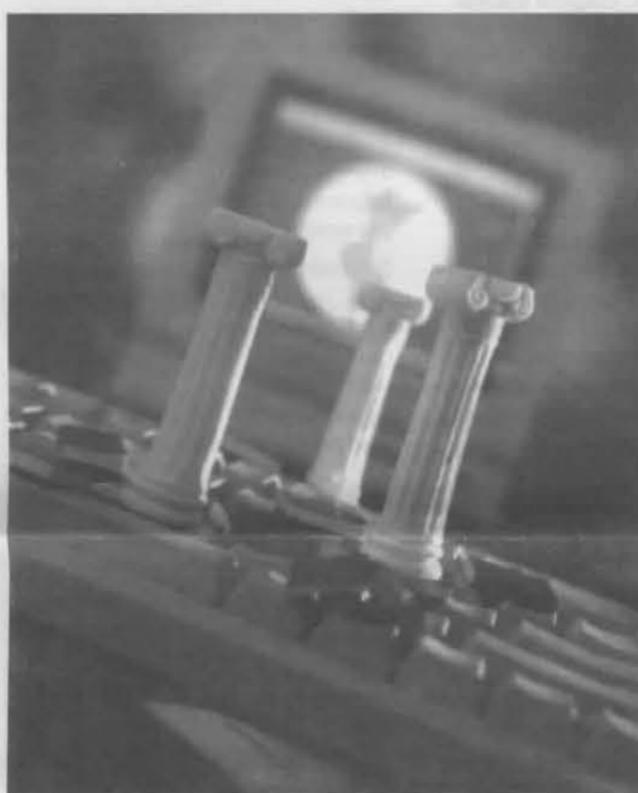
For those who doubt the rapidity with which the model is changing, consider:

- In February, Gov. Carlson announced that he wants the state to invest \$3 million in something called "Virtual U Minnesota," a common, shared "front door" for students to select online courses, register, and plan their educational programs at any of Minnesota's colleges and universities. In Carlson's budget, the Minnesota Office of Technology would get \$2 million to develop a global course catalog and central registration system, while the U and state colleges and universities (MnSCU) would get an additional \$1 million to develop courses and programs for online delivery.

- A Bachelor of Information Networking (B.I.N.) degree has been developed by the Twin Cities Higher Education Partnership, an alliance of public higher education institutions committed to meeting the growing educational needs of the seven-county metropolitan area. The U offers the upper-division courses and awards this bachelor's degree through University College. Prerequisite courses and lower-division course work (equivalent to approximately two years of college) can be taken at North Hennepin or other Twin Cities community colleges, the University, or other educational institutions.

- A 25-year-old U program called UNITE allows engineers in corporations to take courses right at their work. This year there are 230 students in 54 courses. With support from the Sloan Foundation's Asynchronous Learning Network Program, the departments of electrical engineering and independent and distance learning will begin making courses available for online delivery in 1997.

- On the Crookston campus, all fulltime students since fall 1993 have gotten notebook computers, which are connected by networks to many independent computers. The whole curriculum was redesigned with more emphasis on self-directed and interactive learning. The results at Crookston? "UMC faculty and staff are



working smarter and becoming more effective," says UMC chancellor Don Sargeant. "Mobile computers reduce the barriers of time and space, and they do enhance teaching, learning, and campus support services."

All of this—and more—is what people mean when they say "the virtual university." And certainly there is more elsewhere. For example, MnSCU—the state's system of colleges and universities—has launched Electronic Academy, a legislature-supported initiative that envisions complete academic programs delivered statewide via interactive television, multimedia programs, and technology across the curriculum.

And in what apparently is the first virtual university built from scratch, the governors of five western states have launched an effort called, well, "Virtual University," in which students will receive certification of what they have learned while "attending." In other words, students will get degrees from a campus that exists only in cyberspace.

If no one knows precisely what virtual university means, what does seem clear is that the new technology-driven paradigm fuses learning into work, recreation, and personal development throughout people's lifetimes. This differs so fundamentally from historical definitions of higher education that it raises profound questions about what the U's role will be.

On the one hand, there are those who see

virtual learning as an extension of the University's mission.

"The whole land-grant mission is underscored," says Dan Granger, director of distance learning. "Outreach in an information age means providing information opportunities to the market in ways that people need and can get. It's a logical extension of what the University has been involved in since 1909."

Don Riley, associate vice president for information technology, agrees. "We must recognize we have enormous assets in the

University that are the envy of the world. But also, a number of people aren't well-served by this model. The key question is: does the U see the evolving sense as part of our mission? As a land-grant institution, we say, 'yes.'"

Further, many expect the U to take the lead in creating this new paradigm. In some cases, it's already doing just that. The student services Web project, for

example, is a first-of-its-kind "front door" that allows students to plan, register for, and manage their academic programs online. In addition, the U has asked for \$195 million from the state to invest in technology initiatives. And president-designate Mark Yudof is calling for a summit this summer for businesses, government, and the University to develop a long-term strategy for Minnesota in digital technology leadership.

"In St. Paul, there is an expectation that the University, in particular, will be the agent within Minnesota that defines what will be done with technology," says Marvin Marshak, vice president for academic affairs.

The sticking point for some revolves around questions of quality, accreditation, and ultimately what it means to be a university. If an education can be gotten any time and any place, what, then, is the value of the residential campus? A University faculty white paper called "The Future of the Research University" in January raised this issue.

"[Computer-based distance-independent education cannot provide] interpersonal contact with teachers and other students, inside the classroom and out, that is such an important part of the college experience and of life itself," the paper says. "Without a satisfying intellectual and social community physically based on campus, there will be increasingly little reason for traditional large campuses to continue to exist."

*Continued on page 3*



### Indianapolis, here we come!

The Gophers' nail-biting Thursday night victory over Clemson—which some fans watched in Coffman Union (above)—was only a prelude to the excitement that followed the Gophers' victory over UCLA on Saturday. As a result, Clem Haskins' basketball team earned a first-ever Final Four appearance and a shot at the national championship. Good luck, Gophers!

A faculty salary plan for 1997-98, the first year of a three-year plan to make faculty salaries more competitive in the academic marketplace, was released by President Nils Hasselmo March 6. The three-year goal is to raise salaries to the median level of *Change* magazine's top 30 universities. Salary increases for individuals will be based entirely on merit. The plan will go to the regents for review and approval in June.

Money for the salary increases will go to units in three pools: a general increase of 2.5 percent over this year's salary pool, distributed equally across the four campuses; an additional 4 percent of base salaries to bring salaries closer to the median of their relevant comparison group; and an additional 2 percent of base salaries to be distributed to units based on quality and priority indicators.

**President-designate Mark Yudof** has reaffirmed his intention to serve as president of the University of Minnesota, after the president of the University of Texas accepted the presidency at Berkeley. The rumor in Austin was that Yudof would change his mind about coming to Minnesota in favor of filling the Austin vacancy. Yudof has informed the Texas regents that he will not allow himself to be considered for the Texas vacancy.

**Five regents** began their terms March 13, after election by the legislature February 27. H. Bryan Neel, Rochester surgeon and 1st district regent, was elected to a second term. Michael O'Keefe, executive vice president of the McKnight Foundation, was elected 5th district regent; he had been appointed to the position after Jean Keffeler resigned in November. New regents are David Metzen, South St. Paul Public Schools superintendent, 4th district; Maureen Reed, Stillwater physician and HealthPartners medical director, 6th district; and Bob Bergland, former U.S. Secretary of Agriculture and former member of Congress, from Roseau; 7th district.

**Women earn higher grade point averages** than men in every college and on every campus of the University. Vice President Marvin Marshak told the regents in March. The University-wide GPA last fall was 3.11 for women and 2.94 for men.

**Freshman applications** for fall 1997 are up 5 percent compared to the same date last year, admissions director Wayne Sigler told the regents. Applications are up for the fifth straight year, he said, and the five-year increase is 53 percent. Regent Neel said the numbers are a good barometer of improvements in undergraduate education, because "students are good consumers."

## Faculty should advocate for conditions that enhance vitality

Minnesotans expect a university that consistently enhances the quality of life in the state. By any usual indicator, University of Minnesota faculty members have met that expectation to an exceptional degree. Despite shrinking numbers and increased competition for shrinking federal research dollars, the faculty has kept pace with other major research universities in attracting external funds that provide jobs for hundreds of Minnesota workers each year. Faculty members have created new technologies, new products, improved agricultural crops, and other economic benefits. Others have helped to improve public policy, make important social institutions more effective, and nurture the social and artistic life of the state. The faculty is the driving force behind instructional programs, including outreach and distance education programs that bring the work of the University directly to the people of Minnesota.

These achievements are eloquent testimony to the vitality of the faculty today and in the past. But current conditions threaten the ability of the faculty to sustain its present high level of productivity. What can be done to assure vitality and productivity into the next century?

In a recent white paper commissioned by the Faculty Consultative Committee, Carole Bland, Craig Swan, Richard Goldstein, and I argued that the most direct route is to maintain an environment in which vital faculty can do their best work. Our committee first reviewed the research literature on productive research universities. We then compared the ideal

working conditions in such institutions to the current environment at the University.

To no one's surprise, faculty compensation was one key disparity between the University and other productive research universities. This year's legislative request, if funded, is a first step toward addressing this problem.

Compensation, though, is only one of the essential conditions for sustaining a vital faculty. Research findings document what observant faculty members know very well: Great universities create environments that foster faculty productivity. Comparing the key features of such environments to conditions at the University, our committee concluded that faculty must continue to advocate on behalf of:

A stable working environment, in which faculty members feel free to pursue their scholarly goals responsibly and without threat of interference or censure. Recent concerns about the impact of re-engineering on productivity and the threatened weakening of protections for academic freedom are reminders of the importance of this point.

Shared goals and values that place a premium on scholarly innovation and productivity, future institutional excellence, and responsiveness to the needs of the state and nation.

Sufficient resources to support productive work, including clerical staff, research and teaching assistants, adequate supplies and equipment, and building and workspace maintenance.

Opportunities for faculty development to keep pace with evolving disciplines and

technological advances and to further individual scholarly goals.

Academic leaders throughout the system who understand scholarship and research, academic values, and the importance of participatory governance.

An unequivocal commitment to shared governance with the administration and the Board of Regents.

Faculty members must become the strongest, most persistent voices for maintaining and enhancing these optimal conditions. We must urge the Board of Regents and the University administration to establish priorities and re-direct policies, effort, and resources to foster productivity. We must join efforts to gain new financial commitments not only for improving salaries, but also for support personnel and facilities and for faculty development.

Most importantly, faculty must act directly and concretely in departmental deliberations, on search committees, and through the governance system to assure institutional conditions that enhance the prospects for continued vitality.

For a copy of the white paper, "Faculty Vitality in the Changing Research University," contact the Senate office, 625-9369, or senate@mailbox.mail.umn.edu. The text also can be found at <http://www.umn.edu/usenate/fcc/vitality.html>.

—W. Andrew Collins

W. Andrew Collins is professor of child psychology and vice chair of the University Senate.

## CIVIL SERVICE COMMITTEE

### The CSC: how it serves

Recent media attention indicates a need for complete and accurate information on the Civil Service Committee, how it supports and advances employment conditions, and how it involves civil service employees in University governance.

According to civil service rules, a Civil Service Committee—now 15 members—is appointed by the president and approved by the regents. Each year, a civil service search committee seeks nominations and applications for available openings, interviews applicants, selects the representatives, requests CSC approval, and forwards its recommendations to the president. To provide continuity, appointments are for staggered three-year terms. All campuses and provostal areas are represented.

CSC membership requires a time commitment as well as dedication to fellow civil service employees and the University governance process.

Members must learn about University policies and personnel administration, and be willing to devote time to committee work. In addition to attending monthly meetings, each CSC member has subcommittee responsibilities.

Every two to three years, the CSC reviews civil service rules, conducts public hearings, and presents recommendations to the president. The current revision process has been under way for the last eight months, with recommendations scheduled for review by all civil service employees within the next two months.

The rules subcommittee, charged with recommending amendments to civil service rules, has accepted rules change proposals from University civil service staff, consulted regularly with the human resources

staff, and sought assistance from other University offices (e.g., the Grievance Office) that have authority to establish policies affecting civil service staff. Please watch for publication of the committee's rule amendment recommendations.

The CSC acts as an appeals board in all cases involving supervisors or employees grieving decisions made by the associate vice presidents regarding position classification and compensation plans. The CSC solicits candidates and appoints civil service representatives to the University Grievance Board and the Grievance Advisory Committee, and nominates civil service employees for the hearing officers' panel.

Performance appraisal plans that do not require a standard format are presented regularly to the Committee. At least three such plans have come before the Committee this past year. Working with Human Resources staff, the Committee reviews new and obsolete job classifications. The Committee also reviews any proposed changes in salary range. This is of paramount significance right now as major changes are being considered in civil service position classification.

Another major committee function is to review and approve, or disapprove, proposed compensation plan changes. Each year a CSC task force works with the human resources office staff to reach agreement on this plan. This past year the civil service unit was the first to establish a pay contract through wage talks.

The professional development committee reviews applications each month and awards funds to employees for professional development. Last year civil service staff received over \$4,000 for this purpose.

Although the CSC comprises only 15 members who make decisions affecting more than 4,000 employees, this group also places about 50 more civil service employees on other University committees, including six Senate committees and two Assembly committees. Civil service is also represented on several other permanent committees, task forces, and boards, as well as on several search committees.

The University president meets regularly with the CSC. Major studies, reports, and proposed University changes are brought before the committee for review and comment. In the past, these have included the biweekly payroll plan, a staff wellness program, and oral and written reports from the associate vice president for budget and finance.

The CSC attempts to inform and receive feedback from civil service employees via several media. At least four times per year, the newsletter, *In Touch*, is distributed to all civil service staff. *Kiosk*, the monthly faculty/staff publication, also reports on University issues. In addition, you can now reach the CSC through the Web at <http://www.socsci.umn.edu/civilser>.

This is not an exhaustive report of how the CSC serves its constituents. We are constantly searching for ways to better represent staff and communicate more effectively. The next committee meeting is on Thursday, April 17. Regular meetings are on the third Thursday of each month. Check the Web for specific dates, or contact members for the dates. Meetings begin at 12:15 p.m. and are open to all staff.

—Richard Haney

Richard Haney is a member of the Civil Service Committee

## Is there life after a collective bargaining election? Some reflections

Most of us are familiar with the events that led to the collective bargaining election on our campus. Now that the election is over, we can try to make some sense out of this experience and the events of the past year and a half.

Why did the faculty consider collective bargaining in the first place? A familiar refrain is that we were forced to take this action because the regents attempted to adopt a disastrous tenure code. That may have been the trigger, but we do not think it was the sole reason that nearly half the faculty opted for unionization. There must have been dissatisfaction of much greater magnitude.

We believe the vote reflected grave faculty concerns over the simultaneous breakdown in the effective functioning of three major institutions in our University: the Board of Regents, the administration, and faculty governance. The chief reason for this breakdown was the deterioration in communication among these three groups, and between these groups and the faculty at large. As a result of not speaking or not listening, or both, collegiality and open discourse suffered a serious malaise.

There are lessons for all of us here. The

first is that the regents should learn to be more open with the administration and the faculty. In a public institution, secret meetings, secret consultants and communications among small groups of regents do not promote trust. The administration should value consultation with faculty governance and represent the faculty's academic concerns to the regents, the public, the legislature, and governor. Finally, faculty governance should truly represent the faculty at large and be outspoken on issues of faculty concern to both the administration and the regents.

The election showed that nearly half the faculty feel terribly disaffected with what has gone on. The strong message to the administration and regents is that they must strive to understand the reasons for this serious alienation and work toward ameliorating the situation.

There is a lesson for faculty as well. The election has shown us—as well as colleagues at other universities—that a vigilant faculty can protect itself by collective action. As one faculty member opposed to collective bargaining pointed out, faculty members who voted against unionization have many reasons to thank

those who supported collective action that protects all faculty. Collective action, however, is not possible if faculty are apathetic to developments in the University's management, and in society's and state government's perceptions of our value. The faculty must participate at all levels of institutional affairs, buttress the strength of existing faculty governance structures, and establish strong and responsive contact and communication with the state's citizens and governmental bodies.

It's time to repair the broken legs on our three-legged stool. It should not be that difficult. We have a substantively changed Board of Regents, a new president with new administrative leadership opportunities, and new resolve among the faculty—a factor clearly shown by the vote in this election.

—V. Rama Murthy  
Carolyn L. Williams

*The authors are president and vice president, respectively, of the University of Minnesota Twin Cities Chapter of American Association of University Professors (TC-AAUP).*

## Virtual U

continued from page 1

And, the paper acknowledges, "Aside from personal contacts (which are often inadequate at big research universities) and access to hands-on shared resources and activities, there is remarkably little in higher education that cannot be accomplished by 'academic telecommuting.' Mechanisms are still clunky, library access spotty, etc. but these problems will inevitably lessen in the next couple of years."

Associate vice president for information technology Don Riley doesn't see a threat, however. "There's no threat to the sense of place. My own sense is that we'll always be a residential campus for those who want that."

Part of the answer may be to quit seeing it in terms of either-or, says Riley.

"We polarize around virtual vs. real," he says. "We must merge on- and off-campus to focus on the learner. Sitting in a classroom can be a barrier to teaching, too. We need to explore the possibility of education as a continuum."

Still, the "place" itself must adopt additional meanings. More than a teaching institution, the university becomes a broker, integrator, and facilitator to help students assemble academically coherent courses from perhaps several institutions to count toward degrees or certification. And, since many of these courses may be picked up from non-university institutions, it makes "competition" altogether different.

Says the faculty's white paper: "...these new audiences, and the traditional ones as well, may be the object of competition by non-local colleges and universities and by new for-profit companies. This poses perhaps the greatest long-term threat to the existence of traditional higher education as we know it."

Indeed, new educational providers have sprung up over the last few years to fill the demand for open, flexible, lifelong learning: for-profit private universities, corporate universities, virtual universities, and organizations whose primary

business is not education, but who control facilities central to it. These new providers have advantages over the established education sector: less bureaucracy; the ability to set up new sites for global markets, rather than adapting existing procedures to new paradigms; no responsibility for supporting a research program from teaching revenues.

"Private companies may offer online courses, paying large fees to prominent faculty to develop courses that attract a national and international clientele (e.g., a Paul Samuelson course in economics, a James Watson course in molecular biology)," the faculty white paper notes.

"Virtual U is Hodgepodge U," admits Marshak. "It's anywhere, anytime access to education. But it's not as if people don't want a name on their degree. Degree-seekers WANT a name-brand education."

But, said Vic Bloomfield at a Faculty Consultative Committee meeting in February: "...it very much changes what it means to get a University of Minnesota education." Bloomfield questioned whether the University might go down this road and find itself irreversibly committed to something that a lot of faculty could be uncomfortable with.

In Marshak's view, the virtual university will have most effect on adult learning. "Say I want to be a surveyor. I could sit down and find out job prospects, qualifications, courses I need. So then I could apply for admission to Virtual University. It might be a conduit to a real university.

"Then, I'd see courses: classroom and independent courses. I could register for all of these through Virtual University; then, the degree-granting university would run a credit bank. We'd validate. So they could all be Web-based, or they might not be."

Whatever the outcome, the University will be facing the issue for the foreseeable future. For now, says Marshak, "No one knows how to run an operation that is completely asynchronous and independent of place. No one knows how to do that."

—Mary Shafer

## Letters

### Plea for 52 Express

I am writing to join what I hope is a growing chorus of voices opposed to the elimination of the 52 Express Bus service. Dropping this service seems to fly in face of the University's professed commitment to reduce the number of people commuting to the campus via automobiles. I often use the 52F to commute between the West Bank and my home in St. Paul and have found the service to be reliable, efficient and practical. The other riders represent the general profile of the University: students, staff and faculty—all in good numbers.

I was particularly angered to learn recently that funds generally used to support the bus service were used instead to build a parking ramp across from the new Carlson building. I simply don't accept the argument that the University can't afford to subsidize this service any longer when it subsidizes to a much greater extent the U parking lots and ramps.

I hope that ultimately reason will prevail and this shortsighted decision will be reversed.

Randy Zimmermann  
Humphrey Institute of Public Affairs

*Kiosk* welcomes letters to the editor and opinion pieces. To be considered for publication, opinion pieces should be between 250 and 500 words, and letters should be under 150 words. Send copy and disks to *Kiosk*, University Relations, 6 Morrill Hall, via campus mail, or e-mail us at [urelate@gold.tc.umn.edu](mailto:urelate@gold.tc.umn.edu).

# Kiosk

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The purpose of *Kiosk* is to contribute to a sense of community among University of Minnesota faculty, administrators, and staff by providing information on current, upcoming, and ongoing issues relevant to major institutional decisions; providing a forum for dialogue among administrators, other governance structures (e.g., Senate, P&A Advisory Committee), and faculty/staff; providing information on the regional and national events affecting our community; visibly honoring the work, lives, and accomplishments of faculty, staff, and administrators; providing information, such as professional tips, that will help the work of faculty, staff, and administrators; and adding to accessibility of other information available via Gopher, electronic bulletin boards, and newsletters.

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# Hello, young faculty

Photos by Tom Foley

**T**he first year in a tenure-track faculty position at the University is an exciting and stressful time for new faculty. Having succeeded in their Ph.D. programs and maybe in postdoc positions, they have succeeded again in being hired by a prestigious university.

Now, the pressure is on: They know they have to produce, if they are to bring in grants and earn tenure. This past year, the furor of the tenure debate and other controversies added to the stress for some of them. Others were too busy to pay much attention. In this month's *Kiosk*, four of these faculty members talk about the pressures, excitement, and challenges of that first year.

## Anu Subramanian: "I always wanted to be a faculty member."

**A**nu Subramanian came to the University last spring as an assistant professor in biosystems and agricultural engineering. Besides teaching, she has spent her first year getting ready to begin her research.

Her project will take her in a new direction from her Ph.D. work in chemical engineering at Virginia Polytechnic Institute and State University. She will focus on the use of livestock as genetically engineered systems to produce proteins of therapeutic value. In particular, she is interested in the biosynthesis of proteins that can be potentially useful in animal vaccine development.

The science of transgenic animal bioreactors is a decade old now and uses the biochemical machinery of the mammary gland to produce therapeutic proteins in milk. Subramanian will experiment with transgenic mice first to test her model and then will scale up the technology to produce transgenic pigs. (Transgenic animals are animals into which foreign genes have been introduced.)

Before moving on to pigs she will make sure that her system works and the mice are not harmed. Beyond safety, she wanted to be sure even before starting with mice that her experiment was well designed and worth doing.

"I have to justify to my conscience that I'm doing the right experiment," she says. "I'm starting on a new project, and I just wanted to spend some extra time up front."

Talking to other researchers around the University has been another priority in her first year. She was proposing a multidisciplinary project, and she needed collaborators.



Anu Subramanian

She now has an ongoing collaboration with researchers in veterinary diagnostics and veterinary pathobiology. One reason she was drawn to Minnesota was its strong veterinary college.

Like other new assistant professors, Subramanian was given some start-up money along with the clear expectation that she should be bringing in grants by her third or fourth year. "You have X amount of money, and then you have to get results and be competitive and go outside aggressively and get grants," she says.

She knows that all her careful preparation for her research project has eaten up a year on her tenure clock, and she acknowledges that the pressure of an academic job can be intense. Still, she is in the career she wants. "I always wanted to be a faculty member," she says.

Although she paid some attention to the tenure controversy that swirled through the University during her first year, it wasn't a major concern. "There were other pressing issues for me."

Has she had any second thoughts about choosing Minnesota? Not any major ones, but some winter mornings she wondered. "I did not expect so much snow on my car."

## Carolyn Tubbs: "They almost act like Texans."

**"I** almost feel like an ethnographer going into the field," Carolyn Tubbs says about her first year as a University faculty member.

"I've found myself trying to understand the culture of my department, my college, the University at large, and the Twin Cities. I've done a lot of waiting and watching to understand the rules. It's so different from anywhere I've been."

Tubbs, a native Texan, spent a year as a visiting faculty member at Texas Tech in Lubbock, her alma mater, before coming to Minnesota this fall as an assistant professor of family social science. She defended her dissertation in August to complete her Ph.D. in child development and family studies from Purdue, with a specialty in marriage and family therapy.

What is so different about Minnesota? "It thrives on chaos, and that's not a negative," she says. "Out of chaos can come a lot of creativity. The downside is a lot of uncertainty and ambiguity."

One of her challenges in her first year has been "figuring out the best way to use my time, because unstructured time is the easiest time to lose," she says. "I've had to figure out how much I need to allocate to teaching, to research, to citizenship activities."

She defended her dissertation in August to complete her Ph.D. in child development and family studies from Purdue, with a specialty in marriage and family therapy.



Carolyn Tubbs

The programs she comes from were more clinically focused, compared to the research focus at Minnesota. She doesn't want to give up the clinical side, but "one of the reasons I came here was that I knew I would have lots of support for my research."

Her research interests include following up on a study she worked on in Texas, on pregnant women who use crack cocaine and heroin, and studying parenting in three vulnerable populations: religious and nonreligious home schoolers, immigrants involved with social welfare agencies, and white parents who adopt African American children.

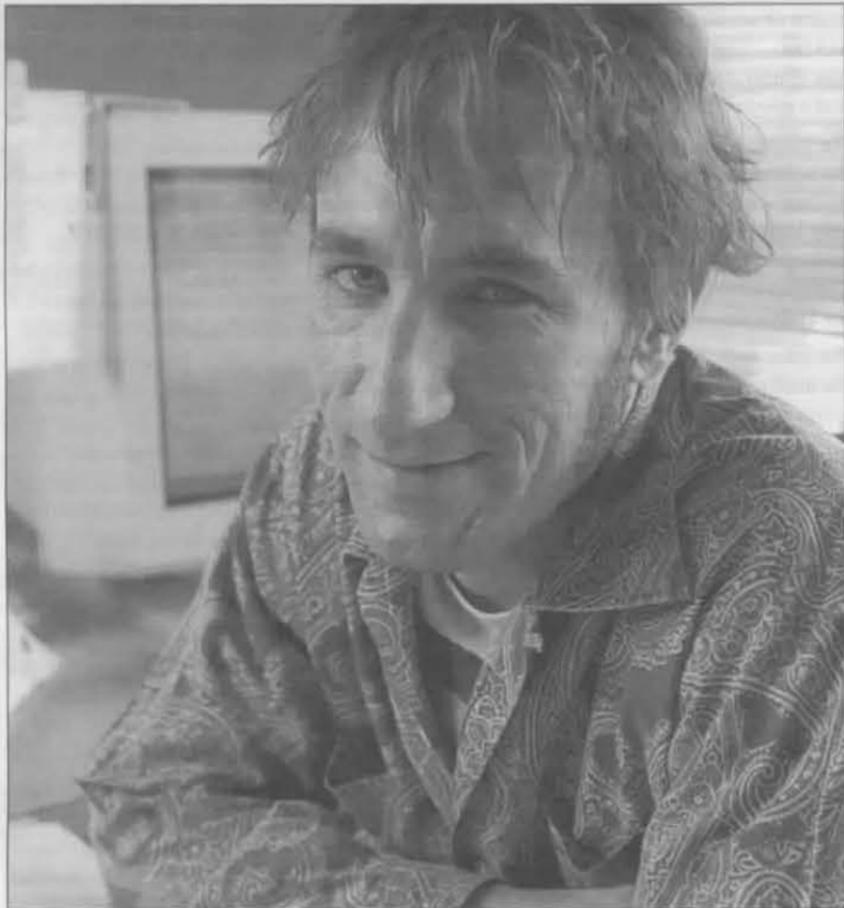
She began her career as a teacher, an educator of the hearing impaired, and teaching continues to be important to her. "I spend a great deal of time with students," she says.

A year ago, she says, "I was laughing at people's attempts to get me to apply for an academic position. The chair of my dissertation committee encouraged me to set my sights a little higher." She decided to go ahead and apply for jobs, and she was offered every one she applied for.

When she visited Minnesota, her thought was that "I was going to be the only black person, and I was just doing this out of courtesy." But she was impressed right away by the department's warmth and its commitment to diversity, and to her surprise found herself "intrigued by the sights and sounds of Minnesota" and the discovery that "there's a lot more diversity here than you see in other places."

Now that she is here, she continues to be impressed with her colleagues. "The department I'm in has several very prominent people in my field. One of the privileges as well as one of the pressures is to be a colleague to such distinguished scholars.

"I've really been surprised by how hard my colleagues and members of the University community have worked to get me networked. They almost act like Texans."



Chad Marsolek

### Chad Marsolek: "The pressure to produce comes from me."

After getting his Ph.D. at Harvard in 1992, Chad Marsolek spent four years as an assistant professor at the University of Arizona. The trouble was that he didn't like Tucson much.

Two years ago he applied to four schools with strong psychology departments in cities he liked. One was Minnesota. He got his B.A. here in 1988 and knew he enjoyed the Twin Cities.

He was hired at Minnesota but couldn't leave Arizona right away. This past fall, he arrived and went to work.

Marsolek's work is on visual memory, and most of his experiments involve people looking at pictures on a computer screen. Getting a new lab set up wasn't that hard. "Computers can be moved and bought and sold pretty quickly," he says.

What took longer was finding and training students. "I think my lab is just now getting to be full speed," he says, with eleven undergraduates and two graduate students, one who came with him.

Marsolek's teaching talent shows in his ability to give a good capsulized account of his research. "One of the recent and really exciting movements in cognitive psychology is the move toward understanding how the mind works in terms of how the brain works," he says. This new area of inquiry is called cognitive neuroscience.

"In standard cognitive psychology you're interested in the mind in terms of mental processes." But recently people have realized that "if you have a good theory of X, for example how objects are recognized, you can almost always come up with an alternate theory."

To illustrate, he holds up a cup with some pencils in it. How do we know right away that it's a cup?

One theory is that we've stored pictures that are like memories of the cups we've seen in our lives. The other is that we have word-like descriptions that tell us what makes a cup a cup.

Both sides "have their little camps," Marsolek says, and both can offer evidence to support their theories.

What Marsolek argues is that there are "two relatively independent subsystems of the brain involved in object memory, one more efficient in the left hemisphere and the other in the right."

The one in the left is good at recognizing abstract categories of shapes. The one in the right is good at recognizing specific forms, such as individual faces.

Test subjects for the experiments are usually introductory psychology students. Besides getting extra credit for participating, they learn something about how psychology research works.

How much pressure does the need to earn tenure put on Marsolek? "The pressure to produce comes from me," he says. "My feeling is that if I keep up with what I know I can do, tenure will be automatic."

Marsolek was one of a handful of new faculty in the College of Liberal Arts (CLA) this year, two in psychology. A larger group of first-year faculty will join CLA next fall.

"We definitely need more positions filled," he says. "We have four searches going in psychology, and there are some 30 searches going on in CLA. It's exciting."

### David Largaespada: "I've felt welcomed here."

Every year he was a postdoc at the National Cancer Institute in Maryland, David Largaespada came home to Minnesota with his family for Christmas and checked on the progress of the University's Cancer Center.

If the timing worked out, he thought, maybe he'd be looking for academic jobs when the new center was looking for faculty. As it turned out, Largaespada applied for jobs all over the country and received four offers. He narrowed his choice to Minnesota and Baylor College of Medicine in Houston.

The fact that Minnesota was home for him and his wife entered into the decision. "We have three kids, and it's nice for them to have cousins and grandparents close," he says. "We have old friends here."

Friends in Maryland kidded him that if he went to Minnesota he would go straight to the picket line. He talked to Cancer Center director John Kersey and others about the tenure crisis. "I decided the regents were unlikely to do anything too drastic because it would hurt Minnesota too much," he says.

The brand new Cancer Center and the strengthening of cancer genetics were selling points for Minnesota. His work is in the genetics of leukemia development, using the mouse as a model.

He accepted the Minnesota job and arrived in late fall. "I've felt welcomed here by my colleagues. Nothing that I was promised hasn't materialized," he says.

Still, Largaespada continues to be concerned about the big picture. "We're trying to make the University a better place, to improve our standing in biomedical research," he says. "All this stuff, the tenure debate, and the acquisition of the hospital, hasn't helped. We need to get past these problems so we can do the things we need to do."

"When we submit a grant, I don't want it to be a negative that it's coming from Minnesota. I want it to be a positive. I'm so new here that I don't think I can have much influence on those things, but I'm watching."

Setting up his lab has been one big project for Largaespada since he arrived. "We are doing work," he says. "I have a technician. So far it's just the two of us."

Finding the right strategy for grants is "the big issue on my mind right now," he says. He has applied for internal grants from the Graduate School, and in March he applied for a grant from the Leukemia Society. In June or October he will apply for a bigger grant from the National Institutes of Health.

"A young faculty member needs a mentor or mentors. Here it's done on an informal basis. I have people I can talk to about it," he says.

"The clock is ticking. If you don't get significant grant support you won't get tenure. We're all under the gun. There's a bit of an obsession about money. I knew that coming in."

To make things easier, some grant programs in biomedical research now are for young faculty only, so they don't have to compete with more senior people.

Even with all the pressure, Largaespada says, "I couldn't imagine doing anything else. I just like doing research. I think about work all the time, and it's exciting."

—Maureen Smith



David Largaespada

# The price of connecting

When America Online offered unlimited access to the Internet for a set monthly rate, the logjams and busy signals made national news.

Last spring the University faced a similar problem, though not as severe. People dialing up on modems were encountering too many busy signals, especially between 7 and 10 p.m.

Doubling the number of modems—at a cost of \$1.6 million—solved the problem for a time. But as use kept growing, administrators started looking for a way to discourage overuse by faculty, staff, and students.

They decided, as an experiment, to charge for modem use that exceeded 30 hours a month. The goal was to change behavior but not to discourage instructional uses. Vice president Marvin Marshak told the regents in February.

After the first 30 hours, the charge is \$4 for each additional 30 hours. That's a bargain compared to what people would pay outside. But for people accustomed to free use of their e-mail accounts, it's an irritation. "The perception is that something is being taken away," says associate vice president Don Riley.

Most of the complaints have come from faculty. The concern is not about the financial impact of paying \$4 or \$8. Instead it's about the message, says Richard McGehee, a member of the Senate Committee on Faculty Affairs.

"It's pretty clear we've been getting the message that the University is promoting the use of technology, and now that they've got us all hooked on it, they're going to start charging," he says.

"We're being told distance education is the

wave of the future. Yeah, you should do this, but you should pay us. It's a funny message."

Steve Campbell, chair of the Senate Committee on Computing and Information (SCCIS), says the committee is "trying to encourage people to set up Web sites and home pages for classes, and use Web resources for teaching." Asking faculty to pay may have "a chilling effect."

Riley says his preference would have been not to charge anyone. Some solution was needed, though, to the problem of overuse. "Because it was all free, some people would connect to read an e-mail message, then wander off to the kitchen or take a nap. The whole time that modem wasn't available for anybody else to use." Some people were logged on for 80 hours a week.

Other people have legitimate reasons for heavy use, he says, but there is "no way to distinguish between the heavy user and the abusive user. We had to do something to get people to understand that the resource they were using cost something."

It's impossible to tell whether faculty members who dial up the modem are talking to their kids by e-mail, buying a new car, or doing their research, he says. "Even if we could tell, you would not want us doing that. That would be Big Brother."

Average use is 24 hours a month, he says, which means most people still get the service for free. With 30 hours free, only 10 to 15 percent of users would end up having to pay anything, he says, and many of those could easily adjust their behavior to avoid paying.

In November people received notices of what their charges would be if the policy were in effect. Those charges would have added up to \$24,000. In January, the first

month of actual charging, the total was \$13,000. "The usage level above 30 hours was almost cut in half. You could argue if that's good or bad," Riley says.

For people whose primary use is e-mail, the solution is easy, he says: compose messages off line, then make a connection only long enough to send them. To read messages, download them, then disconnect and read them all. "That's effective use of the University resource," Riley says.

For other uses of the modem, though, people need to stay online: to use the Web browser, to transfer files back and forth, to

use Telnet, to enter the library's LUMINA system.

McGehee says faculty understand the problem of overuse, but they would have liked a chance to help come up with

**"We're being told distance education is the wave of the future. Yeah, you should do this, but you should pay us. It's a funny message."**

solutions. "We're not saying unlimited access. That's probably unreasonable. We feel some better solutions could have been found."

The analogy that comes to his mind is what his department did when some people were "xeroxing everything in sight."

A counter was put on the copying machine, and people were given individual accounts. If they went over the number of copies judged to be reasonable, they received a note. "Just the process of starting the dialog is eliminating the problem," he says.

McGehee thinks the charges for modem use should have gone to departments. As director of the Geometry Center, he has

encouraged his faculty to bring in their bills for the department to pay, but he says that's a lot of trouble for a few dollars.

Not all departments can afford to pay, Campbell says, and telling faculty to bring in their bills puts them in an embarrassing position. "You have to ask your boss to reimburse you for doing your job."

The great majority of those who have been using the modem more than 30 hours a month are students, he says.

The SCCIS reluctantly agreed that it was reasonable to ask students to pay beyond 30 hours a month, and even reasonable to ask faculty to pay for ordinary use, Campbell says, but they wanted exemptions for faculty who were specifically developing courses on the Web.

Vice president Marvin Marshak, who takes responsibility for the decision to charge, says the University will not provide exemptions, but "we will, over the next several months, supply sources of funding" for instructional use.

"These funds will need to come from a source close enough to the user that incentives for responsible use remain in place," he says. Marshak says he expects "the charge to faculty and staff who are using modems for University purposes to be a departmental charge."

Why not charge departments from the start? "Making the charge automatic and invisible in the beginning would not address the behavior modification goal," he says. "After we collect some data, over the next several months, we will work to make the charging process more automatic and address the unintended disincentives to increased use of computers" for University purposes.

Riley says he has been told to view the charging as a three- or four-month experiment. But the modem pool is operating at a deficit and, one way or the other, the costs will have to be paid.

—Maureen Smith

# Check out these signs of spring

Ah! My heart is sick with longing  
Longing for the May.  
Longing to escape from study  
To the young face fair and ruddy  
And the thousand charms belonging  
To the summer's day.  
Ah! My heart is sick with longing  
Longing for the May.

—Stephen Foster

Cabin fever has evidently been around a long time, and not just in these northern parts. But the end is near; spring really is just around the corner, and so we asked groundskeeper Les Potts and horticulturist Deb Brown for their best guesses as to where to find the following harbingers of spring around campus:

**Last snow:** Watch the southeast corner of lot C-66, at Como Avenue and 29th Avenue S.E., suggests Potts. Much of the snow carted away from the rest of campus gets dumped there, and it may not all melt until June. On the St. Paul campus, the area between the Research Animal Resources and Minnesota Crop Improvement Association buildings also has a big pile of dumped snow.

**First flowers:** On the St. Paul campus,

the south end of the small wooded area on the slope west of McNeal Hall sports little blue flowers in April, sometimes before the last snow has disappeared. These, said Brown, are Siberian squill, which have become naturalized in the little wood. "Every year, the word goes out when the squill has bloomed," she says. Elsewhere, the tulips and daffodils that ornament Northrop Auditorium come out pretty early too, says Potts.

**Most beautiful and unique flowering plant:** Check out the star magnolia just south of Buford Avenue, west of Coffey Hall and south of the St. Paul Student Center. The tree is surrounded by other

little trees and shrubs in a small grotto-like area, says Brown. The blossoms have lots of white petals, almost like a daisy, and smell really nice.

**Worst mud:** In front of Coffman Union, "courtesy of Surge Mountain," predicts Potts. Muddy spots will also appear along the edges of walks, where plowing roughed up the ground a bit. It was hard for the plowers to find the edges under all the snow, Potts explains.

**Worst potholes:** Sorry. Nobody would touch that one for anything.

—Deane Morrison



# Kudos

**Peter Carr**, professor of chemistry, is the 1997 recipient of the American Chemical Society's award in chromatography. The \$5,000 award recognizes outstanding contributions to chromatography.

**Marilyn Carroll** has been appointed to the American Psychological Association's Committee on Animal Research and Ethics (CARE). Carroll, a professor of psychiatry whose research focuses on the use of animal models for prevention and treatment of drug abuse, will serve on the committee through 1999.

**Betsy Cassady**, student support services assistant, Humphrey Institute, received the Jernberg Award for Student Life.

**Sandra Kelsey**, office supervisor, Registrar's Office, St. Paul campus, received the 1996 Little Red Oil Can Award, which honors students, faculty, staff, and alumni who have made outstanding contributions to St. Paul campus life.

**Anatoly Lieberman** received the 1997 award given jointly by *Verbatim: The Language Quarterly* and the Dictionary Society of North America. His award will support a bibliography for his ongoing project, *An Encyclopedic Dictionary of English Etymology*. Lieberman is professor, department of German, Scandinavian, and Dutch.

**Matthew Tirrell** has been elected to the

National Academy of Engineering. Election is among the highest professional distinctions accorded an engineer. Tirrell is professor and head, department of chemical engineering and materials science.

**Student Development and Athletics Staff Quality Recognition Awards - Karen Childs**, housekeeper/caretaker, Easteliff; **Scott Stanley**, groundskeeper, Easteliff; and **John Walker**, executive assistant/purchasing director, Food Services.

**U Communicators Forum** reached its 10-year anniversary this year. The forum began in 1986 out of a perceived need for a formal organization for communications professionals at the University. Special recognition for founding members was included in a January 10 member appreciation event.

# Bell Museum features "Birds in Art" exhibit

Spring weather brings birds of a feather together this month at the James Ford Bell Museum of Natural History.

From March 15 through May 11, the Bell Museum presents "Birds in Art and Owen Gromme," an internationally recognized exhibit of ornithology art by some of the world's most renowned bird artists. The exhibit celebrates the work of Owen Gromme, the naturalist and painter who organized the first "Birds in Art" exhibit in 1976, and who left a legacy in art, education, and conservation when he died at 95. The Gromme exhibit celebrates the 100th anniversary of his birth.

Originating from Wausau, Wisconsin, the "Birds in Art" exhibit is organized by the Leigh Yawkey Woodson Art Museum. Each year more than 1,000 works of art are submitted by more than 600 artists from all over the world for inclusion. The exhibit features a diversity of styles and media to match the diversity of the birds portrayed, including oil and water color paintings, wood carvings, woodcuts, and bronze sculpture.

The exhibit has traveled to museums throughout the United States, Japan, China, England, Canada, and Scotland,

and is the only exhibit of contemporary wildlife to be shown in the National Museum of American Art in Washington, D.C.

According to Don Luce, curator of exhibits at the Bell Museum, one surprise of the show is the increasing popularity of "trash birds," such as starlings, pigeons and common house sparrows among exhibit artists. Not long ago, says Luce, artists who depicted any of these species as art could be guaranteed that their work would never be shown in a studio.

Others species portrayed in the exhibit include kiwis, ostriches, blue jays, Canadian geese, waxwings, and an array of others.

"Using the works in 'Birds and Art' and Gromme's paintings, the Bell Museum will explore the ecology, behavior, diversity, and preservation of birds while reigniting in each of us the fascination with nature so beautifully expressed by these artists," says Luce.

—Mike Nelson

For more information about this or other Bell programs, call 624-7083 or visit the museum's Web site: <http://www.umn.edu/bellmuse/index.html>.

## Online events calendar debuts

Everything you ever wanted to know about U events is now only a bookmark away.

The U's new online calendar, which debuted March 3, is a one-stop shop for the nearly 3,000 meetings and events held at the U each year. Features include:

- No central data entry. Every office, department, and student organization is responsible for entering its own events via a password system.
- Searches available by "quick search"—for broad key word searches—or by "detailed search"—for type of event, date, title, sponsoring organization, key words, location, and other criteria.
- Event detail pages, which provide all you want to know about an activity: performer, ticket charges, the closest ramp, you name it.
- Links to other Twin Cities event calendars.

If your department isn't already on board, contact Gil David, calendar coordinator, at 625-3243 or via e-mail at [events@tc.umn.edu](mailto:events@tc.umn.edu) to get your password and training.

And to access? Here's the address: <http://events.tc.umn.edu>.

Calendar committee that worked on the project for two years includes Steve Baker, Marj Kelly, Shubha Muralidhara, Tracie Ocel Smith, Jeff Sturkey, Ellen Thayer, and Tom Trow.

## New opera premieres

**T**he *Three Hermits*, a one-act opera composed by internationally renowned Stephen Paulus, premieres April 24, 25, and 26 at House of Hope Presbyterian Church, 797 Summit Avenue. Based on a folk tale by Russian novelist Leo Tolstoy, the opera's libretto was composed by Michael Dennis Browne, professor of English, who has written many texts for music, including song cycles, choral works, operas, hymns, carols, and children's songs. He recently completed *The Turn of the Stones*, a novel for children. The opera is directed by U music professor Gary

Gisselman, director of the University Opera Theatre. Gisselman was artistic director of the Arizona Theater Company for 11 years, and has numerous directing and administrative credits.

## P & A awards coming up

**A**pril 1 is the deadline to nominate someone for 1997 academic staff awards. Established in 1991 to recognize P & A staff who have provided extraordinary service to the University, the award carries a \$2,000 honorarium plus \$1,000 for professional development activities. Winners will be announced May 1. For more information, call academic staff advisory committee chair Jerry Rhinehart at 624-2542.

## Media Watch

■ A winning basketball team can do wonders for news coverage, especially if you have the right "hook." Enter University biostatistician **Brad**

**Carlin**, who, in the

course of monitoring and analyzing data on AIDS and other diseases, managed to devise some strategies for improving your odds in NCAA office pools. His published article, "How to Play Office Pools If You Must," attracted front-page attention from the *Pioneer Press* March 6 and garnered features on local TV stations KARE, KSTP, and WCCO. He even traded barbs with sports maven J.G. Preston on public TV's "Almanac." And he was interviewed by WCCO radio TWICE.

■ A teeny-tiny transistor, just one electron in mass, was big enough to catch the eye of science writers in the *New York Times*, *Dallas Morning News*, *Kansas City Star* and *Baton Rouge Advocate* in early February. The transistor was designed by electrical engineering professor **Steven Chou**.

■ Research on how cells communicate with each other, conducted by physiologists **Eric Newman** and **Kathleen Zahs**, made front-page news in the *Pioneer Press* and *Star Tribune*. It was also featured on KMSP-TV and in papers across the country, including the Orange County (Calif.) *Register*.

■ KTCA-TV's "News Night Minnesota" sang the praises of the **School of Music Gospel Choir** on February 10.

■ A February 10 *People* magazine feature on Kirby Puckett made special mention of his donation to the University for the **Puckett Scholars Program**, aimed at encouraging minorities to pursue college degrees.

■ The February 12 *Boston Globe* featured comments from **Jean Kinsey**, director of the U's Retail Food Industry Center, on how today's produce aisles have "seasonal" fruits all year long.

■ The opening of the **Kami Talley Reading and Resource Center** February 14 was in both Twin Cities dailies and on all the local TV stations. Talley, a U student, was murdered at her work place on Valentine's Day 1996. Her daughter was enrolled at the University Child Care Center, which opened the Reading and Resource Center to provide parents with books and other materials for coping with trauma in the lives of their children.



"Crowned Glory" by Colleen Newport Stevens

## Careerscapes

### Going to play from 9 to 5

**L**eisure at work? Raise this topic and watch the reactions: surprise, a smirk, even scorn. If you "play" at work, how can you possibly be getting the job done? After all, to "work" means to put your nose to the grindstone and be productive. To "play" means to be carefree and unproductive. Mutually exclusive? Sure sounds like it.

But work and play are not necessarily opposite nor exclusive. It is indeed possible to be productive, do important work, and still experience a sense of leisure. Read on to discover how.

#### Historical definitions of work and leisure

Historically, the concepts of work and leisure are very different than what they are today. The word leisure comes from the Latin root "licere," meaning "to be permitted to be." The Greek root is "schole," meaning "the education of one's being." Most interesting is "ascholia," the Greek word for work. It is literally translated as "the absence of leisure." Many scholars believe that during ancient times, leisure was of primary importance and work secondary. Leisure was what gave life productivity and purpose.

Few would argue that today, we are likely to see work as primary. Work is what gives us "identity" and only after it is done, are we allowed to have leisure.

#### What leisure really is

Modern writers define leisure as activities (intellectual, physical, or emotional) that give us a sense of freedom, intrinsic satisfaction, and personal control. Not all of us experience leisure at our jobs all the time. In fact, no one can experience leisure ALL the time. But if you think about your current work, you can identify times when you enjoy what you do, who you work with, or the environment in which you work. If so, you are finding play from 9 to 5.

#### What if you are not getting enough leisure at work?

If the percentage of leisure time vs. work time is not to your liking, what can you do? First of all, identify what in your work feels like play to you. Make a list. Show it to your supervisor and discuss if it's possible to get more of what feels like leisure and less of what feels like work. Maybe you can trade with a colleague (just be sure to clear it with your supervisor first!)

If you reflect on your work and find little or nothing feels like leisure, give the Employee Career Enrichment Program a call. Our spring quarter schedule is now available by calling 627-4033 or visiting our Web site—<http://www.umn.edu/ohr/ecep/>.

—Barbara Krantz Taylor

Barbara Krantz Taylor is the assistant director of the Employee Career Enrichment Program. Phone: 627-1041; Web page: <http://www.umn.edu/ohr/ecep/>.

# April calendar

To find out more about U events, check out the new online events calendar at <http://events.tc.umn.edu>.

## SPECIAL EVENTS

### April 5 & 6

■ **Sugarbush Pancake Brunch and Maple Tour**—Brunch served from 9 a.m. to 1 p.m.; tour of tree tapping and syrup making from 10 a.m. to 3 p.m. each day. Minnesota Landscape Arboretum. Tickets may be purchased at the gate: \$5 for adults and \$3 for children.

### April 21-25

■ **Hong Kong '97: The Tides of Change**—Lectures and films on Hong Kong's future. Sponsored by the Hong Kong Student Association. FFI: 624-1493.

### Thurs., April 24

■ **Take Our Daughters to Work Day**—The Minnesota Women's Center coordinates campus events designed specifically for girls, but all children ages 8-15 are welcome. For more information, contact the Minnesota Women's Center at 625-9837. Or, check out the center's Web site at <http://www.umn.edu/mnwomen>.

## EXHIBITS

### Bell Museum of Natural History FFI: 624-7083

■ **"Birds in Art"**—This annual juried show of contemporary wildlife art organized by the Leigh Yawkey Woodson Art Museum in Wausau, Wis., includes 60 paintings, bronze sculptures, wood carvings, watercolors, and wood cuts. Through May 11.

### Tweed Museum of Art FFI: 218-726-8222

U of M Duluth Museum hours: Tues., 9 a.m.-8 p.m.; Wed.-Fri., 9 a.m.-4:40 p.m.; Sat. & Sun., 1-5 p.m.  
■ **Student Art Exhibition**—Opening reception, including a presentation of awards and scholarships, on April 12, 6-8 p.m. Exhibit runs through May 11.

### Weisman Art Museum FFI: 625-9494

■ **The Louis Sullivan Owatonna Bank**—This small exhibition presents a comprehensive look at the development and construction of this architectural landmark in the southern Minnesota town of Owatonna. Through April 13.

■ **Critiques of Pure Abstraction**—A select survey of artists who both participate in and examine the trajectory of abstract art in the twentieth century. Opens April 4 and runs through May 25.

### Chinese Paintings from the Collection of Y. T. Bay

This exhibition showcases the Chinese art collection of Y. T. Bay, which includes more than 600 Chinese scrolls. This student-curated show features Chinese painting and calligraphy from 1800 to 1950. Opens April 25 and runs through May 18.

## DANCE

### Tues., April 1

■ **Alvin Ailey American Dance Theater**—The Ailey dancers perform *Polish Pieces*, *Fathers and Sons*, and the company's signature dance, *Revelations*. 7:30 p.m., Northrop Auditorium. Tickets \$31.50-\$19.50. Call 624-2345 to order.

### Sat., April 26

■ **Sarah Skaggs Dance Company**—This company gravitates to nontraditional performance settings. Its newest production, *Reeling*, is a mix of Slavic, hip-hop, and modern dance styles. 8 p.m., First Avenue nightclub, Minneapolis. Tickets \$16.50. Call 624-2345 to order.

## MUSIC

### Mon., April 14

■ **Kronos Quarter**—Combining a unique musical vision with a fearless dedication to experimentation, Kronos has emerged as a leading voice for new work. 8 p.m., Northrop Auditorium. Tickets \$19-\$16.50. Call 624-2345 to order.

### Tues., April 15

■ **Mingus Big Band**—Named "Best Big Band" in a recent *Down Beat* critics' poll, the 14-member Mingus Big Band perpetuates the legacy of the late, great bassist/composer Charles Mingus. Tickets \$22.50-\$19.50. Call 624-2345 to order.

### Mon., April 21

■ **"An Evening with Sonny Rollins"**—part of the Northrop Jazz Season. 8 p.m., Ted Mann Concert Hall. Tickets \$22.50-\$19.50. Call 624-2345 to order.

## FILM

■ **Abstraction in Film series: "Breaking Free the Earth: Kazimir Malevich" and "Piet Mondrian: A Film Essay"**—The first film (1990; 54 minutes), directed by Barrie Gavin, places Malevich in the context of Russian modernism and early Soviet art. The second film (1973; 18 minutes), directed by Nico Crana, surveys the career of Mondrian, an influential Dutch abstractionist. Sat., April 19. 2 p.m. Weisman Art Museum.

■ **"Jackson Pollock" (The South Bank Show)**—Jackson Pollock was among the most important abstract expressionists following World War II. Part of the BBC series "The South Bank Show," this film profiles the artist, his work, and his influence. It includes the 1951 film by Hans Namuth and Paul Falkenberg—the only existing footage of Pollock at work. Sat., April 26. 2 p.m., Weisman Art Museum. (1987; 55 minutes)

## LECTURES, WORKSHOPS & CONFERENCES

### Tues., April 1

■ **"Powerful Women Living in a Stressful World"**—Rebecca Ruggles Radcliffe, local author and director of EASE, speaks during this bag lunch program sponsored by the Civil Service Bargaining Unit Women's Initiative. To register contact Sandy Herzan at 626-7205 or e-mail your RSVP to [herz0001@gold.tc.umn.edu](mailto:herz0001@gold.tc.umn.edu). 12-1 p.m., 62 Earle Brown Center, St. Paul Campus. Free.

### Wed., April 2

■ Nicholas Basbanes discusses the research and writing of his book, *A Gentle Madness: Bibliophiles, Bibliomanes, and the Eternal Passion for Books*, during the Friends of the University of Minnesota Library's annual meeting. 5:30-8 p.m., Radisson Hotel Metrodome, Minneapolis. FFI: 624-8207.

### Sat., April 5

■ **"Gardening with Perennials and Annuals"**—part of the Specialty Gardens Lecture Series. 8:30 a.m.-2:15 p.m., St. Paul Technical College. FFI: 643-3601.

### Sun., April 6

■ **"Brats of Abstraction and Their Parents"**—Mark Rosenthal, curator of "Critiques of Pure Abstraction," discusses how the exhibition's younger generation of artists infuses earlier conventions with more contemporary points of view. Rosenthal is curator of twentieth century art at the Guggenheim Museum in New York City. 2 p.m., Weisman Art Museum. FFI: 625-9494.

### Tues., April 8

■ **W.E.B. Du Bois of Great Barrington**—A video and faculty panel discussion on Du Bois and race presented by Leola Johnson and David Roediger from the program in American studies and John S. Wright and August Nimtz from the Department of Afro-American and African Studies. 1-4 p.m., Weisman Art Museum. For more information call 625-6563.

### Thurs., April 10

■ **Spring Peeper Meadow Symposium**—addresses documented research about the Arboretum's sedge meadow restoration project that strives to emulate natural biodiversity. 8:30 a.m.-1:30 p.m., Minnesota Landscape Arboretum. FFI: 443-2460, ext. 566.

■ **Artist Lecture Series**—Wing Young Huie. 10 a.m., Tweed Museum of Art Lecture Gallery, U of M Duluth. FFI: 218-726-8222.

■ **A Special Evening in Memory of Clarence S. Carter**. 6-8 p.m., Rare Books and Special Collection Reading Room, fourth floor of Wilson Library. FFI: 624-3855.

■ **"Poetic Offspring: Voices in/on Abstraction"**—Faculty and students from the University's creative writing program discuss and read their own and others' poetry, exploring the relationships between generations of writers. 7 p.m., Weisman Art Museum. FFI: 625-9494.

■ **"What About Beauty?"**—Wendy Morris, performance artist and body-mind consultant, speaks as part of this year-long series of lectures and discussions sponsored by the art department and the McKnight Arts and Humanities Endowment. 7 p.m., 125 Willey Hall. Free. FFI: 625-5512.

■ **"Comets, the Rosetta Stones of the Solar System"**—Robert D. Gehrz, School of Physics and Astronomy professor, lectures about Comet Hale-Bopp. Telescopes and binoculars provided. 7:30 p.m., Landscape Arboretum. FFI: 624-4811.

### Fri., April 11

■ **"Virtually the Last Photograph"**—Jeanine Ferguson, who recently completed her doctorate in cultural studies and comparative literature, examines photography in the "virtual age" and the shifts taking place in visual technology. 12:15 p.m., Weisman Art Museum, Billy and Jody Weisman Family Seminar Room.

### Sat., April 12

■ **"Lifting of the Roses"**—Participate or just observe and ask questions. 8 a.m., Minnesota Landscape Arboretum.

### Sun., April 13

■ **Travelogue Slide Lecture**—California gardens and vineyards from San Francisco and the Bay area. 1:30-3 p.m., Landscape Arboretum. Free with paid gate admission.

### Tues., April 15

■ **W.E.B. Du Bois: A Biography in Four Voices**—A video and panel discussion led by members of the Africana Student Cultural Center on Du Bois and race. 1-4 p.m., Weisman Art Museum. For more information call 625-6563.

■ **1997 Kerlan Award Presented to Theodore Taylor**. The Kerlan Award is presented annually in recognition of singular attainments in children's literature and in appreciation of support for the Kerlan Collection's study of children's literature. Open to the public by reservation. Campus Club, Coffman Memorial Union. FFI: 624-4576.

### Wed., April 16

■ **"The Search for Rayona: Backwards and Forwards"**—Visiting creative writing professor, Michael Dorris discusses a central character who appears in his best-selling novel, *A Yellow Raft in Blue Water*, in his new release, *Cloud Chamber*, and the forthcoming, *The Window*. 7:30 p.m., Weisman Art Museum, Dolly Fiterman Riverview Gallery.

### Sat., April 19

■ **"Your Emerging Garden"**—For the novice gardener who wants to learn gardening techniques. 9 a.m.-3:30 p.m., Minnesota Landscape Arboretum. FFI: 443-2460, ext. 566.

### "Doll Collecting, Doll Makers, and Children's Books about Dolls"

—Speakers address the role of children's literature in inspiring doll makers. The event is free and open to serious doll collectors and children's literature collectors. Attendees may bring a book and matching doll. 10-11:30 a.m., 109 Walter Library. FFI: 624-4576.

### Sun., April 20

■ **"Thinking About Our Environment: Creativity and Science"**—Using images of nature in art, literature, and science, William Cunningham discusses what they reveal about our attitudes toward the environment. Professor of genetics and cell biology, Cunningham is also director of the Center for Environmental Learning and Leadership and author of a leading textbook on environmental science. Part of the series, "Taking Chances: Creativity at the University." 2 p.m., Weisman Art Museum. FFI: 625-9494.

### Tues., April 22

■ **"Artists and National Parks: History and Opportunities"**—Author/artist Bonnie Fournier, who took part in a national park residency in 1993, offers a slide presentation on the links between arts and the national parks. 3 p.m., Weisman Art Museum.

### Thurs., April 24

■ **The Work of W.E.B. Du Bois**—A dramatic reading of Du Bois's work and a lecture by Bernard Boxill, professor of philosophy at the University of North Carolina-Chapel Hill and author of *Blacks and Social Justice*. 6-9 p.m., Weisman Art Museum. FFI: 625-6563.

### Tues., April 29

■ **"Nationalism: Writing History and Inventing History"**—A celebration of the Robert A. Hann Special Collection of Austrian History and Culture. Professor Richard Rudolphy, director of the U's Center of Austrian Studies, presents this guest lecture. 3-5 p.m., Wilson Library Gallery. FFI: 624-2553.

### Wed, April 30

■ **Artist Lecture Series**—Suzi Gablik. 7 p.m., Tweed Museum of Art, Kirby Ballroom B, U of M Duluth.

Send calendar items by fax: 624-6368; by e-mail: [urelate@gold.umn.edu](mailto:urelate@gold.umn.edu); by mail: Kiosk, University Relations, 6 Morrill Hall. Deadline for May's calendar is April 14.

**In this issue:**

- Morse-Alumni winners, page 4
- Restoring a 10-acre treasure, page 6
- Weisman, Bell exhibits: a review, page 6

# Kiosk

The Newspaper by and for University of Minnesota Faculty and Staff

<http://www.umn.edu/urelate/kiosk/>

## IMG

### For some, it spells a way to encourage sound planning. Others urge caution.

If you want to be up on things when talking about the University budget, learn these three letters: IMG. It's even better if you know what they stand for: incentives for managed growth.

Three letters you don't need to know any more are RCM—which stand for responsibility center management. RCM is out; IMG is in.

RCM would ask units to take greater responsibility for generating revenue and controlling expenses. Colleges would keep their own tuition revenue, get a share of the state appropriation, and keep any other revenue they could bring in. They would pay for their own space, heat, and lights, and would be charged for their share of the library, admissions office, and other central services.

Indiana University and the University of Michigan have implemented RCM with complicated formulas. "We needed something simpler," says associate vice president Robert Kvavik.

"We still gave it a label. Maybe that was a mistake."

The idea behind IMG, Kvavik says, is to build incentives to allow the University to grow itself out of its budget problems, not to keep making cuts. Units would have incentives for considering the financial impact of their choices—for example, in the courses they offer—and their use of space.

"A place like Indiana costs out things that I think are a waste of time," Kvavik says. "I don't see why we need an algorithm to share the costs of the president's office. The departments and colleges can't control that anyway. We've simply said, where we think we can stimulate behavior for the right reasons, that's where IMG is of interest."

IMG is part of the 1997-98 budget and includes four major components: tuition, space, indirect cost recovery (ICR), and allocation of the state

appropriation. Not much is new about either ICR or the distribution of state money. Most of the discussion has been about tuition and space.

The IMG tuition formula gives 75 percent of tuition income to the teaching unit and 25 percent to the college of the student's enrollment. The idea is that if colleges keep the money, they will have more incentives to recruit and retain students.

The idea isn't all that new, Kvavik says. "We were cutting deals on tuition. In the last couple of years under [senior vice president] Jim Infante, various colleges came forward with proposals that if they increased enrollment they could keep some or all of the dollars. But it was on an ad hoc basis. The deals you struck one day might be different from the deals you struck the next day."

Law School professor Fred Morrison agrees. "Primarily IMG is making explicit some budget practices we have had for about a decade," he says. "If a college increases its tuition revenue, it will get a greater allocation." Morrison, who chairs the Senate Committee on Finance and Planning, generally supports IMG.

## IMG: spelling out the basics

### It means:

Incentives for managed growth

### What it does:

Provides financial incentives for units to plan deliberately in key areas such as space and student enrollment.

### When it begins:

July 1

### Key features:

■ 75 percent of tuition income goes to unit, 25 percent to college in which student is enrolled.

■ Units receive \$5 annually per square foot of space; they're also charged \$5 annually per square foot of space. If they give up space, they get to keep the difference.



Photo by Tom Foley

## Clearing the field

*In North America's only large-scale, long-term study of seasonally flooded wetlands, the Minnesota Landscape Arboretum is using the best horticultural and ecological information available to restore 10 acres of sedge meadow. Research fellow Julia Bohnen is part of the effort. See story, page 6.*

But some faculty worry about whether the incentives will be in the right direction. "My concern is what this will do to the education mission," says Laura Koch, chair of the Senate Committee on Educational Policy (SCEP).

Koch says SCEP isn't asking to turn the clock back and throw out IMG, but she spells out some concerns. "What is to stop units from trying to get as much tuition as possible? Something departments could do, I'm not saying they would, is increase class size. If you increase all your classes by five students, you increase your tuition revenue. The University has really been working to decrease class size."

Another example.

"Are they going to decrease the quality of the education and who teaches the classes? It's more expensive to put some people in classes and less expensive to put other people in."

SCEP member Avi Bar-Cohen, professor of mechanical engineering, wonders "how we continue to reward and treasure high-quality teaching and focus on intellectual development of the stu-

dent while at the same time being under pressure to show large profits.

"We need to make sure that departments don't end up asking faculty to double the class size, or deny tenure to qualified faculty and hire large numbers of (far cheaper) adjuncts to teach these large sections," he says.

"What the senate committees want to see is more controls and mechanisms in place" so that possible abuses don't become a reality, Koch says.

Kvavik says the senate committees have "put on the table issues that we absolutely have to pay attention to."

"I believe our faculty know what quality is and will insist that it be maintained," Kvavik says. "I don't think the University intends to become the low-cost, low-quality provider."

Another SCEP concern, Koch says, is that colleges might compete with each other in offering low-cost, popular classes. The way Bar-Cohen sees it is that they may "offer courses outside the areas of expertise of the faculty, just to exploit market opportunities."

Competition isn't necessarily bad, Kvavik says. "It's actually kind of refreshing to think of colleges competing for students. The students can vote with their feet, and we hope the students would vote for quality. If people all of a sudden started horsing around with the curriculum, offering lots of large popular courses, and giving everybody A's, sure, that would screw it up."

Continued on page 3

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*Kiosk* is a monthly University of Minnesota publication for faculty and staff produced by University Relations. It is distributed to faculty and staff on the Twin Cities campus, as well as on the Morris, Duluth, and Crookston campuses.

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The purpose of *Kiosk* is to contribute to a sense of community among University of Minnesota faculty, administrators, and staff by providing information on current, upcoming, and ongoing issues relevant to major institutional decisions; providing a forum for dialogue among administrators, other governance structures (e.g., Senate, P&A Advisory Committee), and faculty/staff; providing information on the regional and national events affecting our community; visibly honoring the work, lives, and accomplishments of faculty, staff, and administrators; providing information, such as professional tips, that will help the work of faculty, staff, and administrators; and adding to accessibility of other information available via Gopher, electronic bulletin boards, and newsletters.

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## Q & A

**Q:** I see signs on the new Basic Sciences Building that say "building closed...do not enter." What's up?

**A:** Though dedication ceremonies were held last fall, the Basic Sciences and Biomedical Engineering Building is a few months behind schedule due to adjustments under way in the ventilation system. Also, some special retrofitting is being done to some of the labs and offices. New target date for opening is June 2.

Because so many sensitive—and sometimes dangerous—chemical combinations are used in scientific research, adjusting lab ventilation is trickier than in other structures. "The University has experienced problems in the past in opening up scientific buildings and later finding out that the air quality needed adjusting," says David Hamilton, professor of cell biology and neuroanatomy. "This time, we want to be absolutely sure it is 'all systems go' before we occupy the building, for the sake of the faculty and staff."

The retrofitting involves some special structural needs that couldn't be put into the generic construction blueprint, says Facilities Management project coordinator Roger Wegner.

Testing and final code inspections will be in May, Wegner said, and after it passes all tests the state-of-the-art building will open for business in June.

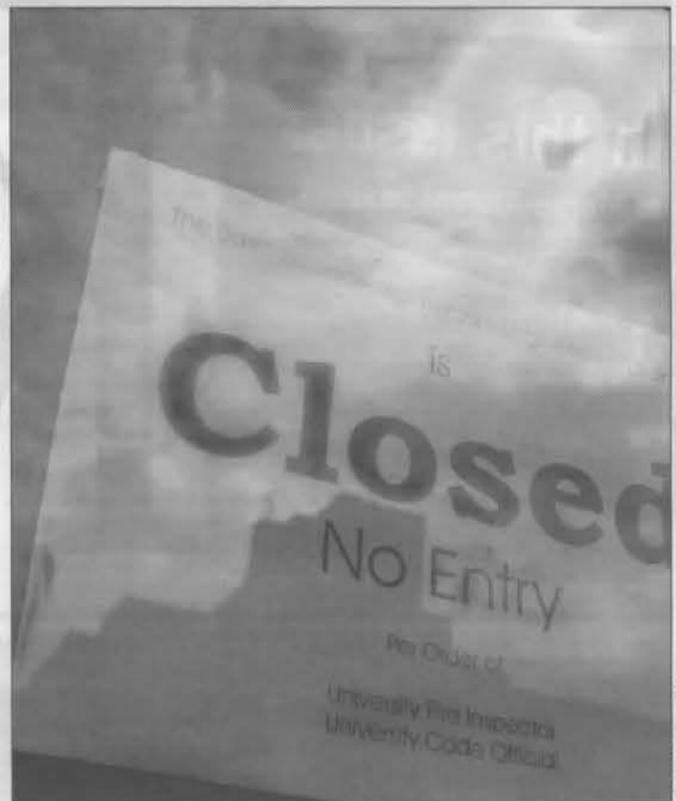


Photo by Tom Foley

## FACULTY CONSULTATIVE COMMITTEE

### Long-range directions in information systems

The Senate Committee on Computing and Information Systems (SCCIS) monitors University policies on computing and information systems and recommends action to the Senate and the Senate Consultative Committee. An example of this type of action is the modem pool policy that has been in the news lately. The majority of the committee's work, however, focuses on the University's long-range directions for information systems. In this area we work closely with the Office of Information Technology (OIT).

OIT is currently seeking funding from the state legislature to dramatically improve the University's information technology for both administrative and academic systems. On the administrative side, new systems would provide students with intuitive, Web-based, 24-hour access to University services and transactions including registration, transfer credit information, academic progress and problems, housing and job information, book orders, tuition rates, and scholarship and

financial aid information. Single point data entry would eliminate the need for filling out repetitious forms. These services will reduce both student time and administrative overhead.

On the academic side, many more class, office, and dorm rooms will be wired for net access. In addition, U2000 calls for all students to use a portable computer, a policy the Crookston campus has implemented successfully for several years. Our challenge is to apply that experience across the various campuses, in particular to the large, research-oriented Twin Cities campus.

When it comes to academic computing, however, the larger challenge is not the hardware, but the software. Like our buildings, many of us need to be "rewired," that is, we need to learn to think about how new information delivery systems can be used most effectively.

Information technology will almost certainly change higher education. Perhaps, for example, it will facilitate improved

learning, reducing reliance on the instructor for a course's core content. Although the only certainty is how much we don't know, one thing is clear: while distance education and Web-based instruction are unlikely to replace traditional instruction, they will change it, and they will open up new opportunities to those institutions prepared for them. This preparation is both a matter of hardware and a matter of intellectual content. It's a matter not only of applying new technology to an existing framework, but also of looking at how technology will fundamentally change what we do.

SCCIS is working to help ensure that appropriate hardware is in place and that University policies and practices encourage faculty involvement in this new area of instruction and research.

*Stephen A. Campbell, Associate Professor  
Electrical Engineering  
Chair, SCCIS*

## Letters

### Transit budget doesn't subsidize parking

I am writing in response to Randy Zimmerman's "Plea for 52 Express" letter in the April issue. Parking and Transportation Services is, as of November 1995, a combined department of the previous Parking Services and Transit Services departments. However, Parking and Transit have maintained their separate budgets due to the legislative funds that Transit receives through University O & M appropriations.

Parking has historically subsidized transit. Therefore, although Parking and Transportation Services is now one department, transit funding has never been reduced to subsidize parking in any way. Funding was never used from the Transit budget to build the Nineteenth Avenue Ramp or any other construction project.

*Bob Baker, director  
Parking and Transportation Services*

### About that headline

Was the misspelling in *Kiosk* one of those April Fool's jokes or is there an editor who actually doesn't know how to run a spell-checker?

In your MAIN HEADLINE, as well as in the body of the text, you use the term "cyberspace." Unless you're coining a new term (in which case it should have been explained), the word is CYBERSPACE. With a "B."

"HYPERSPACE" is what Han Solo pilots the Millennium Falcon through, when everything is working. Trust me, "cyberspace" is NOT "hyperspace."

*—Louise Gastuch  
Jr. user services specialist  
Housing & Food Services*

Suppose cyberspace is what they call the WWW on Cyprus? Or maybe the *Kiosk* headline means that we're about to invade Cypriot territory?

The compulsively editorial eye,

*—Steve Chilton, associate professor  
Political Science, UMD*

### The publisher responds:

*It has been my experience that most spelling or other errors appear in headlines where everybody can see them and marvel at the lack of attention the editors pay to the language.*

*All we can say is OOPS! We are very sorry because this kind of thing makes our staff appear uncaring at best and ignorant at worst. We are neither. We are simply human.*

*—Marcia Fluor*

## More flexibility possible in nonmedical benefits

The Civil Service Committee (CSC) is exploring whether to pursue changes in the benefits package to allow for more flexibility and personal choice. The package includes medical, dental, and life insurance benefits as well as nonmedical benefits such as retirement, vacation and sick leave, and Regents' scholarships.

Possible changes, which could allow individual choices, include:

- Increasing the amount of money going toward retirement;
- Allowing spouses and/or children free or reduced tuition;
- Reduced or free parking or bus passes;
- Funding toward using recreation facilities or other University services;
- Increasing vacation days.

Note that this would most likely mean reallocating funds from one benefit to another, not increasing the total benefits funding. Please contact Barb Nesheim at 627-1900 or neshe005@mntap.sph.umn.edu and give the committee your input.

## Job classifications being reviewed

The Job Evaluation Questionnaire (JEQ) has been a major target for complaints from many employees, who say the JEQ process is cumbersome, time-consuming, inflexible, dehumanizing, and irrelevant. Many think the process seems like sending something into a black hole, then just hoping that the desired result is returned. In addition, different perceptions about

how to use the JEQ pose serious ethical puzzles for supervisors.

At the Civil Service Committee's strategic planning retreat last fall, a subcommittee—the Civil Service Subcommittee on Job Classification and Evaluation (SJCE)—was formed to examine the JEQ and try to improve it. The retreat discussion suggested that even at its inception the JEQ posed problems that are really symptoms of a larger conundrum: the Job Classification System (JCS).

Aside from the problems inherent within the JEQ/JCS area, the explosive growth of technology in the workplace has sorely tested the JCS to accommodate changes in how jobs are done. This has been relieved somewhat by a recent analysis of information technology functions and a reorganization of jobs. In fact, this effort may be a model for how the JCS will be examined and changed.

At present, the SJCE and representatives from Human Resources are studying the JCS and alternatives. This effort is being guided by the Denny Report, a recent comprehensive study of Human Resources, which calls for decentralization of human resource functions, more supervisor training, and more supervisor accountability. In addition, the report says, supervisors should have more flexibility, with the ability to fine-tune specific jobs to fit specific situations rather than trying to force jobs into rigid formats. Also, pay ranges and processes should allow promotions, pay increases, and merit compensation without a JEQ.

In addition to the SCJE, many others are involved in this planning. I especially encourage the constituency represented by the CSC to follow this process in *Kiosk*, *InTouch*, CSC meetings, and the CSC Web page. You can provide your

input by contacting me at 627-4557 or blundq@mntap.sph.umn.edu.

My hope is that civil service employees can embrace a new system that will make our jobs more meaningful to us and more helpful to those we serve.

Bob Lundquist, Chair, Civil Service SJCE

## CSC has Web site

The Civil Service Committee meeting minutes and agendas, *InTouch*, and other information of interest to civil service employees is available on the Internet. The site is located at <http://www.socsci.umn.edu/civilser> and has links to other University sites as well. If you have ideas on page format or additions to the site, we would like to hear from you. Contact Don Cavalier at [cavalier@mail.crk.umn.edu](mailto:cavalier@mail.crk.umn.edu), or Wendy Williamson at [wendy@atlas.socsci.umn.edu](mailto:wendy@atlas.socsci.umn.edu).

## Travel funds available

The Civil Service Committee has secured funds this year to support employee travel expenses. All non-bargaining unit civil service employees can apply for up to \$500 for travel to out-of-town conferences. The funds must be used to attend a conference or seminar that supports your current job, and reimbursements will only be made to individuals. Recipients will be chosen by lottery. The submission deadline is May 1, for travel to be completed by September 30.

For further information contact Wendy Williamson at 625-2307 or go to the Civil Service homepage at <http://www.socsci.umn.edu/civilser> and choose "Civil Service Travel Fund."

## Kudos

**Richard Bolan**, professor, Humphrey institute, was WCCO-AM's Good Neighbor April 3. Bolan has been a United Way volunteer for more than 10 years.

**William Jacott** was appointed head of the Department of Family Practice and Community Health in February. Jacott, assistant vice president for health sciences from 1987 to 1995, had been the department's interim head for 16 months.

**Daniel Joseph**, aerospace engineering and mechanics professor, has received the Professional Achievement Award from the Illinois Institute of Technology's Alumni Association. The award is based on personal success, professional contributions, and recognition from colleagues.

**Thomas Shaughnessy**, university librarian, has been elected to a four-year term on the Board of Trustees of the Online Computer Library Center, a nonprofit membership computer library service and research organization linking more than 24,000 libraries in 63 countries and territories.

**Julia Wallace** has been named to the Depository Library Council to the Public Printer, which advises the U.S. Government Printing Office on issues related to public access to government information through the Federal Depository Library Program (FDLP). One of five new members, Wallace is the U's head of government publications.

**Legislative funding** for the University may have been set by the time *Kiosk* appears. Going into conference committee, the house bill included \$168 million for the University (plus \$3 million in a bonding bill), and the senate bill allocated \$132.5 million.

**Civil service professional employees** are voting by mail ballot on whether they want to be represented by a union. Ballots must be returned no later than 4:30 p.m. May 6 and will be counted May 7. The election result will be determined by a majority (50 percent plus one vote) of those who vote.

**Reorganization of biological sciences** was a big topic at the April regents meeting. Minnesota does not have the visibility that it should have in biology. Provost Phil Shively said, "We have terrific biologists here," he said, but "we haven't put our people together in the way that gives them that national visibility."

The Twin Cities campus has two big units of applied biology several miles apart, and both need basic biology, Shively said. A partial solution might be to form research clusters on both campuses, with rapid transportation (a "biobus") between biology labs.

**Peer groups for salary comparisons** have been identified for the Twin Cities, Morris, and Crookston campuses (not Duluth, where collective bargaining is in process). Administrator Peter Zetterberg told regents that the University has it as a high priority to pay competitive salaries to all employee groups. Most groups are at or above the mean for their peer groups, he said; the two significant exceptions are Twin Cities and Morris faculty.

Salaries in the best private schools are now 25 percent higher than in the best public universities, vice president Marvin Marshak said. Salaries must be competitive if the University is to recruit top faculty, he said; half of the faculty will retire or leave in the next 10 years.

**A unified undergraduate tuition policy** was approved by the regents. The policy eliminates the distinction between lower division and upper division and brings the University in line with the practice at most other schools.

**The Gophers lost to Kentucky 78-69** in a semifinal game in the Final Four March 29, but the team achieved more success than any Gopher men's basketball team in history, including the most victories (31) and the first trip ever to the Final Four.

**Conversion to a biweekly payroll** on a University-wide basis is scheduled for September 1. The payroll for bargaining unit employees is subject to the terms and conditions of collective bargaining agreements. Three-year loans will be offered. Faculty on nine-month appointments will be given the opportunity to convert to a 12-month payroll effective July 1.

**Route 52 bus service** on the Twin Cities campus will be continued for another year, assistant vice president Paul Tschida told the Senate Committee on Finance and Planning March 17. He cautioned that the solution is only interim and the financial problems have not gone away.

## IMG

continued from page 1

Next to tuition, the change that is getting the most attention is the way units will be charged for space. Units will be charged an annual \$5 per assignable square foot of space. To pay for it, they will be given a recurring allocation of \$5 per square foot.

Say a unit has 10,000 square feet of space. Beginning in July, its budget will be increased by \$50,000, and it will be charged \$50,000 for its space. If it can give up 1,000 square feet, it will have \$5,000 to spend on something else.

The idea in the beginning is to be revenue neutral. If units keep all the space they have, their budgets will be unchanged. The idea is to build in incentives for units to let go of space.

"IMG encourages colleges to reduce their use of space, which isn't free," Morrison says. "Somebody has to pay for it. We have had some situations where units appear to be hoarding space or using space inappropriately."

The \$5 per square foot is about half of the actual cost. One question, Kvavik says, is whether it will be enough of an incentive for people to give up space.

Departments cannot abandon space unilaterally. "We're not going to let people get dollars back by deciding they don't need closets and then dumping everything in the middle of the floor," he says. "A lot of places have too many things in the middle of the floor now and should have closets."

"There's got to be a buyer somewhere," Kvavik says. But he adds that "if they

come with a proposal to give up X amount space, I will work as hard as I can to get that to work. Maybe I can move someone else into that building and vacate another building."

If departments that want to sell space can find departments that want to buy, that's good, Kvavik says, but the only way the University will come out ahead is if buildings are decommissioned or space is sold to somebody whose money doesn't come from state funds.

"If it doesn't work, we'll see quickly," Kvavik says about IMG. "If it doesn't work we'll need to do something else. I don't believe the something else is doing what we currently do."

—Maureen Smith

*Kiosk* welcomes letters to the editor and opinion pieces. To be considered for publication, opinion pieces should be between 250 and 500 words, and letters should be under 150 words. Send copy and disks to *Kiosk*, University Relations, 6 Morrill Hall, via campus mail, or e-mail us at [urelate@gold.tc.umn.edu](mailto:urelate@gold.tc.umn.edu)

**S**ome of their techniques are downright spectacular: multimedia presentations with three-dimensional molecules that spin and tumble across the screen; field trips of white-water rafting through the Grand Canyon; electrifying lectures that wake up the sleepest 8 a.m. classes. Other qualities are simpler, but maybe even more profound: an office door that's always open; a commitment to learning every student's name; empathy; respect; compassion.

These qualities characterize the U's finest teachers, this year's recipients of the Horace T. Morse-University of Minnesota Alumni Association Awards for Outstanding Contributions to Undergraduate Education. These eight scholar-teachers join 240 others who have received the honor since it was begun in 1965. Experts in fields as diverse as physics and women's studies, foreign languages and biochemistry, this year's winners come from every campus, but share a common denominator: they are committed to undergraduate education, and their students know it.

## E. Calvin Alexander, Jr.

*Professor, Geology and Geophysics*

You get the impression that once your life has been touched by geology professor Calvin Alexander, nothing is ever quite the same. Take a class from him and you just might switch your major to geology. Read one of his papers while you're attending another university, and you could decide to transfer to the U. Too shy to apply for a scholarship? He'll encourage you. Think you couldn't climb down a 52-foot shaft into a south Minneapolis cave? He'll convince you, and guide you through the experience. All these things have happened to students of Calvin Alexander.

This professor is no magician. He's simply a committed teacher who believes that geology applies to everything. So he challenges students to integrate all of their education and life experience. And that's really how the transformations happen for students, whether they're undergraduates singing the praises of Our Changing Planet—a science course Alexander helped develop for non-science majors—or more advanced students talking about geochemical properties.

"One challenging and humbling realization is that for many students, any geology course may be their only exposure to science at the University of Minnesota," Alexander says. So he doesn't just present information, he clearly explains what the scientific method is, how it works, "and the parts of the human experience to which it is and is not applicable."

In the process, he ignites curiosity and expands horizons. Or, as one student puts it, he "can turn a group of college students back into the curious children we should all be."

## John S. Anderson

*Professor, Biochemistry*

He is quiet, gentle, and unassuming. His classes are anything but. A biochemist by vocation, John Anderson knows that the first step in teaching a large class in introductory biochemistry is getting students' attention and keeping it. So he has turned his lectures into multimedia extravaganzas, with molecules spinning and tumbling in three dimensions. Then, he puts supplemental material on the World Wide Web, so students can view the images before and after class.

"In two short years, John Anderson has transformed the way we teach biochemistry," his department head says. He is "a model for how to teach a large-enrollment, demanding science course," says a colleague. "Dr. Anderson was able to transform what could have been an experience reminiscent of drowning into a fascinating, clear, and incredibly useful course," adds a former student, now attending Harvard Medical School.

Still, this 30-year veteran of the University is neither a showman nor a self-promoter. "Even his name, John Anderson, fits the bill perfectly for someone of Midwestern upbringing with a rather quiet demeanor," says biochemistry head David Bernlohr. No one, however, is more respected for brilliant foresight, as witnessed by the College of Biological Sciences Honors Program he founded, with its forward-thinking approach in using experience-based undergraduate research as a powerful teaching tool. And no one is more respected as a mentor by the dozens of students who have gone on to be leaders in industry and academia, here and abroad.

He is, says Bernlohr, someone who "makes our University a special place, one student at a time."

## Russell F. Bey

*Associate Professor, Veterinary Pathobiology*

Heidi Gunderson couldn't believe her eyes. She'd had 14 labs as an undergraduate and this was the first time a professor had not only come into the lab to help students, but he was asking their names, too. "I am still amazed by this," says Gunderson, now a graduate.

The professor was Russell Bey, and if his presence in that microbiology lab was a surprise to students, it was business as usual for him. Bey's definition of teaching—which he calls "an absolute pleasure"—includes getting to know his students individually, being available both in his office and in the lab, and seeing his job as more than teaching about microbes. "I am always sensitive to the fact that, as a teacher, I am a role model and, as such, all that I do, in some way, is teaching young people how to handle their lives. I feel very privileged to be in this role...." That attitude, one former student says, "made us really want to learn, not only for ourselves, but for him."

Nonetheless, he's passionate about microbiology, which makes his classes both fascinating and fun. Fascinating because he insists on placing microbiology into students' total life experiences. Fun because he goes out of his way to help his students love it, too, with lab exercises like making root beer or evaluating mouthwashes.

And all the while, it's the compassion that shows. "If you fail and have tried your hardest," he says on the first day of class, "then I have failed as your instructor, because I have not taught you properly in a way you can best learn."

## Kenneth J. Heller

*Professor, Physics*

He is internationally renowned for his expertise in elementary particle physics. Simultaneously, he is a passionate, pioneering physics educator. The fact that it seems virtually impossible to excel in both areas is "why his dedication is so amazing," as one student says. Looking at his diverse accomplishments makes one realize "how distinguished his record really is," adds a colleague.

There is no question, however, that the world-renowned Kenneth Heller is committed to student-centered undergraduate education. "My goal is to focus the class on learning, the action of the student, as opposed to teaching, the act of the professor," he says. As such, he has had a profound effect on physics instruction, both at Minnesota and nationally. Committed to improving the undergraduate experience of introductory physics, Heller began several years ago to reshape introductory algebra-based physics, tailoring it to the needs of the various technical degree majors who take it. After that, he began reshaping the introductory calculus-based physics class into a more coherent, collaborative whole.

Beyond reshaping the introductory courses, Heller is also the principal investigator of a grant to improve graduate student teaching skills, a development that some say gives the physics department "some of the best prepared physics teaching assistants anywhere."

So if he is known for what are now universally called "Heller problems"—real-life physics problems used across the country—he is not without plenty of home-grown accolades as well. As one student said of Heller's introductory class, "I am an engineering major. However, my first exposure to physics was so enjoyable that I have seriously thought of changing my major."

# A+ tea

## Eight faculty members Morse-Alum



# chers

bers are named  
i winners.

Photos by Tom Foley



## Teaching award winners:

top: Jacquelyn N. Zita;  
second row: Engin A. Sungur, E. Calvin Alexander, Jr.,  
W. Daniel Svedarsky;  
third row: Russell F. Bey, Eileen Zeitz;  
bottom row: John S. Anderson, Kenneth J. Heller.

## Engin A. Sungur

Associate Professor, Science and Mathematics  
University of Minnesota, Morris

Morris chancellor David Johnson sometimes imagines what he would do if he could establish a liberal arts college and take along five faculty. "Unquestionably," Johnson says, "Engin Sungur would be one of them."

That's high praise for any faculty member. For a statistics teacher, it's, well, probably unlikely. But, then, Engin Sungur is no ordinary statistics teacher.

In 1990 Morris's search for an able statistics scholar who could teach students with a range of abilities in a number of disciplines seemed futile. Then the search committee found Sungur. "He explained his own research...in wonderfully clear, imaginative, and lively language," says a colleague. "When I learned that he had charmed the 'pure' mathematicians of the science and math divisions, plus their colleagues in the various sciences, I knew we had a winner!"

With a background in architecture and city planning, Sungur has developed a comprehensive, integrated undergraduate statistics program for Morris, a liberal arts environment that he calls "a paradise for a statistician. None of the statistical analysis is meaningful if you do not understand the problem and implications of the conclusions..."

In the process, he has transformed courses with high attrition rates to courses now described as "fun." He goes to class prepared to respond to the class's mood. Maybe he'll lecture from his notes. But maybe he'll lead a cooperative learning exercise or a computer simulation or discuss a newspaper article. He has his students evaluate him daily. Says his nominator, James Togeas, himself a 1976 Morse-Alumni Award winner, "I think I'm a good teacher, but I must tell you that next to him I feel...unimaginative and one-dimensional. He's a force."

## W. Daniel Svedarsky

Professor, Agricultural Management  
University of Minnesota, Crookston

The young woman had received a full scholarship to play basketball at the University of North Dakota. After a year, however, she was depressed, disenchanted with college, and indecisive about a major. Hearing about a natural resources major at Crookston, she made an appointment to see Daniel Svedarsky. "I felt as though a door to a million opportunities had opened," she says. "I left his office that day motivated and inspired, finally gaining some direction for the future."

Svedarsky, a professor of natural resources at Crookston, has that effect on students. His passion for conservation ignites his passion to teach. His students learn by being immersed in the outdoors, where they identify soils, plants, and animals, and learn to read the landscape. And they're all exposed to the research process by collecting, summarizing, and reporting field data, and then applying their observations to other situations. In the process, they learn from a teacher who motivates them "to work very hard and enjoy every minute of the hard work," says one former student.

Svedarsky was the principal architect of the four-year academic curriculum for Crookston's major in environmental and natural resources management; today the natural resources program is among the strongest on campus. His passion for helping others understand conservation issues extends outside the classroom as well, where he has earned a national reputation in conservation initiatives.

Svedarsky says he is, "motivated in his teaching by an old adage, 'For in the end we will conserve what we love, we will love only what we understand, and we will understand only what we are taught.'"

## Eileen M. Zeitz

Professor, Foreign Languages and Literatures  
University of Minnesota, Duluth

Eileen Zeitz remembers the teacher who once told her she'd never be more than a B student in Spanish. That teacher couldn't have been more wrong.

Today, Zeitz is a professor of Spanish whose courses stretch her students beyond acquiring language skills to developing cultural compassion for those whose first or ancestral language is Spanish.

"If, because of my contributions to their education, students truly learn to see the world through others' eyes and become bicultural as well as bilingual—as I did by living

in South America—then I have been of service," Zeitz says.

That commitment is why you shouldn't enter Zeitz's Duluth classroom expecting your everyday language exercise. Instead, you wade into a culture.

You'll read newspapers and you'll hear guest speakers. You'll cook and dance. You'll likely gather with your classmates at her home to eat authentic South American food and speak Spanish in a natural social situation. And you'll be guided by a master, whose experiences—including first-hand witness of the censorship and disappearances in Argentina in 1976—have given her, in her own words, "wider, more open eyes," and a passion to share her understanding.

A professor in the Department of Foreign Languages and Literatures, Zeitz is "without doubt, the guardian spirit of the program," her dean says. She also teaches foreign language teachers, and works with the College of Education and Human Service Professions to place and supervise student teachers in the schools.

In all of this, she is described as demanding but fair, inspirational but patient, role model and mentor. "She pushed all of us in every subject," one student says, "making us always dig deeper and think a little more."

## Jacquelyn N. Zita

Associate Professor, Women's Studies

Twenty-five years ago, Jacquelyn Zita was among the U's first generation of women's studies faculty. Thrilled at the prospect of creating a new multicultural, interdisciplinary program, Zita says this was the beginning of her "life's work."

Since then, she has become practically synonymous with the field. She has developed many women's studies undergraduate courses, implemented a Ph.D. program, and become a national leader in her field.

What makes her unique, however, is her extraordinary commitment to diversity—ethnic, cultural, social, and intellectual. Trained in both the sciences and the humanities, Zita is an interdisciplinarian of the first order. She is devoted to "rigor and reflection," an attitude that, she says, makes her a "walking, talking, thinking scholar, leaving no page immune to reflection."

And that makes for quite a memorable educational experience, say her students. "She is a rare combination of scientist and philosopher, a brilliant teacher who respects all shades of opinion," one former student says. In her classes, she balances "scientific-objective facts and narrative accounts, as well as the theoretical background necessary to understand them both," says another.

Beyond her passion for intellectual integration, Zita is tirelessly committed to inclusivity of all kinds. She founded Breaking Silence, a student organization for women of color to share their experiences at a predominantly white university. And in what she calls "probably the most significant pedagogical project of my life," she has developed Chicana/Latina Quarter, a course integrating the history, culture, literature, and sociology of U.S. Chicano and Latino women.

Many could echo one student's simple testimony: "The classes I took with Professor Zita altered the course of my life."

—Mary Shafer

Presented this year on April 28, the awards are named for the late Horace T. Morse, first dean of General College (1934–60) and a national leader in the field of undergraduate education.

The award reflects excellence in teaching, research, and creative activities; advising; academic program development; and educational leadership.

Recipients receive a crystalline-like acrylic sculpture, a certificate of recognition from their colleges, and a \$1,500 salary augmentation per year during their service as University of Minnesota faculty. In addition, \$2,500 is given to the recipients' respective departments for three consecutive years.

# Field of dreams:

## Restoring a 10-acre treasure

Heavy snowmelt got most of the blame for the floods that swelled the Minnesota and Red rivers this spring. A less obvious culprit, however, has been feeding the torrents for a century. Buried beneath the farm fields of western and southwestern Minnesota, drain pipes by the thousands deliver water to the rivers from the former wetlands that white settlers converted to farmland. Now, people all over the state and country want to know how to get back not only the water—that's the easy part—but also the vegetation that makes natural wetlands a haven for frogs, turtles, waterfowl, and other desirable inhabitants.

Out at the Minnesota Landscape Arboretum, a team of U horticulturists is tackling the toughest problem in wetland restoration: how to recover the vegetation of seasonally flooded sedge meadows that constitute seven-eighths of Minnesota's original wetlands. Once regarded as annoying wet spots on otherwise fertile land, these ephemeral oases are now recognized as some of the most scenic landscapes in the prairie states, as well as crucial habitat for young ducks, lilies, irises, native orchids, and a host of other species.

Statistics on wetland loss illustrate the scope of the problem. According to U.S. Fish and Wildlife Service figures, Minnesota has lost 42 percent of its original 15 million acres of wetlands, says Susan Galatowitsch, assistant professor of horticultural science and technical leader of the Arboretum project. Although extensive restorations occurred from 1985 to 1992 in southeast South Dakota, western Iowa and southwest Minnesota, their combined acreage added up to only 36

square miles—the size of one average Minnesota township. But restorations continue apace, and the demand for the expertise to do it right has fueled projects like the Arboretum's, which has been delving into the nitty-gritty of reestablishing sedge meadow plants since 1994.

To figure out how to coax back these lost treasures, the Arboretum, under the leadership of director Peter Olin, purchased a 10-acre former sedge meadow adjacent to its grounds in Chanhassan. After trying out restoration techniques on a smaller neighboring wetland, the team is applying its new-found knowledge to Spring Peeper Meadow (named for the tiny frogs whose males are so vocal in spring), with the hope that all 10 acres will return to their former glory. Nobody thinks it'll be easy.

Cattail marshes and bulrush ponds—where the water gets deeper than three feet—"those are easy to restore," says Galatowitsch. "The hardest are fens and meadows with sedges [wetland plants resembling grasses]. Since the 1940s, people have been removing artificial drainage features to restore wetland, and it was largely assumed that if you add water, everything will come back. But usually you get a lot of weeds. We're learning that plants' failure to come back may be due to poor seed dispersal caused partly by fragmentation of the landscape. When wetlands are isolated, the seeds can't float and are less likely to be carried by animals from one site to another."



Susan Galatowitsch is the technical leader of the Arboretum project. She is an assistant professor of horticultural science.

"We've lost many native species around wetland edges to the bulldozer and the plow," says project coordinator Fred Rozumalski. Because those plants are no longer around, a lot of restorations have resulted in low plant diversity—often, only 10 or 20 species return, instead of 200. "Having just a few different plant species doesn't provide enough food or nesting and perching places."

Spring Peeper Meadow got its unofficial christening last fall when the team ripped out enough drainage tile to allow the basin to refill with water naturally. Using seed collected from various locations by Rozumalski and horticulturist Julia Bohnen, the team planted 104 species of sedge meadow plants, including iris but not the more fragile lilies and orchids. This year they'll add about 80,000 seedlings. That might sound like a lot, but the numbers still don't favor the sedge meadow plants; weeds—especially the highly invasive, tan-spiked reed canary grass—have the upper hand.

The reed canary grass invaded after the meadow basin was "uncropped" of its

corn seven years ago. The weed was killed with herbicides, and more herbicide will be needed to prevent a takeover by more weeds. The team is also looking at other means of weed control, says Galatowitsch. For example, high-density planting of desirable species may help them fend off the reed canary grass. Or, annuals planted side-by-side may keep the weeds at bay while the sedges get established. Whatever is done, however, Spring Peeper Meadow isn't likely to become self-sustaining.

"We'll probably need ongoing management because of the weeds," says Galatowitsch. "The fragmented habitat will cause us to be constant stewards of these kinds of sites."

The experimental neighboring wetland is keeping three graduate students busy—Rachel Budelsky in conservation biology and Leslie Yetka and Laura Perry in horticulture—are already discovering what works so it can be applied to Spring Peeper Meadow. The work is hard, but answers are starting to come. The team has found, for instance, that seedlings are best planted in the spring. They do most of their growing in spring and October, says Galatowitsch, so planting in September only leaves them stressed just as they need energy to grow in preparation for winter.

Because wetland restoration is still a new field, much of the experimentation is trial-and-error. Mistakes will be made, and it will take decades before the extent of success will be known. All that is fine with the team.

"At the University, we're in the business of finding out things that aren't known," says Galatowitsch. "Mistakes can be valuable if they tell us something about what works and what doesn't. When we make mistakes, we want everybody to know."

—Deane Morrison

## Art review

### High art, low art

#### Two new shows at the Weisman and the Bell Museum

This month, Kiosk takes a look at two new shows at the Weisman and Bell Museum. For more details, see the calendar on page 8. And for online information on these and other campus events, don't forget the new online events calendar at <http://events.tc.umn.edu>.

Postmodern critics sometimes find it chic to argue for blurring the old canonical distinctions between "high" art and "low" art, "high" culture and "low" culture. To hear some literary theorists tell it, a comic book or a postcard from the shore ought to be considered of equal value to Shakespeare.

At least that's the case in the literary arts. But the postmodern message has yet to penetrate the world of the visual arts, where certain works are considered unworthy of serious comment.

The same postmodern critics who might elaborate at great—though impenetrable—length about the "transgressive aesthetic" and "self-referential semiotics" of an Elvis on Black Velvet are likely to turn up their collective noses at arguably the most popular form of visual art in America today, art which belongs

neither to the somber school of modernism, nor to the campy ranks of post-modernism. We're talking here about painting and sculpture that depicts deer and ducks and hunting dogs in an outdoor setting. We're talking wildlife art, the last bastion—according to art snobs—of irredeemable kitsch.



Chattering Man by Jonathan Borofsky from "Critiques of Pure Abstraction."

A healthy dose of just this kind of art is on display through May 11 at the Bell Museum's 21st annual "Birds in Art" exhibition. Featuring the work of more than 60 international artists, the exhibit displays an astonishing range of mastery and even, in some instances, art driven by the same commitment to form and color that paved the way for the appearance of abstract art early in this century.

Red Patch, for example, by the young German artist Steffen

Walentowitz, is representational only to the degree that the viewer knows it is a close-up painting of a red epaulet on the shoulder of a redwing blackbird. Shorn of that a priori information, the viewer would more likely see the painting as a bold work of abstract expressionism featuring a

large slash of color on a black background.

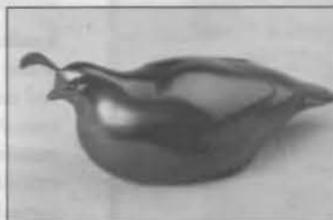
In other cases, such as the wood sculptures by John Sharp, or the pastel *A Day in June* by Cindy House, or *Violet Green Swallow* by Carel Pieter Brest van Kempen, the artists employ a hyper-realism that is itself a kind of abstracting principle. Other

paintings quote the delicate tints and understated imagery of Japanese prints, while still others simply attempt to represent a subject as realistically as possible. While a few of the pieces might be displayed

to better effect in a finished rec room somewhere in Eagan, overall "Birds in Art" is yet another sumptuous entry in this series of exhibits.

Meanwhile, nothing on display in the Weisman's latest exhibit is likely to end up—in original or reproduced form—in anybody's finished rec room.

If "Critiques of Pure Abstraction" sounds like the title of a weighty tome on post-modernism, the show itself—on display through May 25—brings together some stunningly beautiful and often very funny work, all of which takes as a point of departure a sometimes loving, sometimes caustic commentary on the canons of abstract art. This is abstract art that sets



Pre-dawn Quail by Ross Matteson from "Birds in Art."

out to undermine the solemn self-importance and hieratic elitism of pure abstraction. And succeeds.

I especially enjoyed *Homage to Carl Andre*, a floor installation by Rachel Lachowitz, made of lipstick and wax. As with the work of several other artists in the exhibit, Lachowitz's work is a feminist critique of the male domination of abstract art through most of the 20th century. But you don't need to know that to enjoy the rich color and tactile textures of "Homage."

Meanwhile, other artists in the show, like David Reed and Peter Halley, demonstrate that painterly skill is alive and well, even among abstract postmodernists.

"Birds in Art" and "Critiques of Pure Abstraction" may seem to epitomize the invidious distinction between high and low art. But in fact, they complement each other nicely. I recommend viewing "Critiques" first for its bracing tartness and intellectual ambitions, then moving on to "Birds in Art" to see an investment and joy in the natural world that's every bit as pure and noble as the spirituality and symbolism of Piet Mondrian or Wassily Kandinsky.

The two shows demonstrate that there are many rooms in the mansion of art—and that the University is big enough to accommodate them all.

—Richard Broderick

## Leaving a legacy

To honor Nils and Pat Hasselmo's 25 years of service to the University, a new undergraduate scholarship program has been created at the University of Minnesota Foundation. The four-year scholarships will be awarded to outstanding freshmen who attend any of the University's four campuses.

The program is being funded entirely by private contributions. "I can't think of any way more appropriate to honor Nils and Pat than giving to this scholarship program," says Luella G. Goldberg, chair of the University of Minnesota Foundation. "They have transformed undergraduate education at the University and opened up the campus as well as their home to students and their families."

More than \$35,000 had been raised or pledged to the program as of early April, and the first scholarship is expected to be awarded in 1997-98. Those interested in contributing to the scholarship program, should contact Tom Yuzer at the University of Minnesota Foundation, 626-8535 or 800-775-2187.

## Weisman looking for tour guides

Employees are invited to apply for positions as Weisman Art Museum volunteer tour guides. Training begins in September; application deadline

is May 30. Contact Susan Rotilie, tour program coordinator, 625-9623, for more information.

## Thumbs up for Web services

Student response to the new Web registration system has been overwhelmingly positive, according to Sam Lewis, registrar, and Michael Handberg, project manager. By the end of March, 13,700 students had used the new system.

Once they have registered, students receive enrollment statements, which include course schedule; maps showing class locations and convenient parking lots; fee schedules; final exam schedules; required texts; and their professors' names, addresses, phone numbers, and e-mail addresses. New services include online admission application; financial aid estimator; budget planner; and personal on-line organizer. Students can receive final grades either through the Web site or the electronic voice response system.

During spring quarter registration, students were given an opportunity to respond to a survey about the new system. Among the comments from the 1,840 respondents:

■ "There aren't adjectives powerful enough to describe how great this application is. Publicize it! This thing should be on the 5:00 news!"

■ "This is the best invention since Ben and Jerry's ice cream!"

■ "I registered from home while sipping on coffee and in my bathrobe. How much easier can it get?"

■ "The new system absolutely rocks."

■ "AWESOME!!!"

■ "Much better than fighting the lines."

More accolades for the U's system came this spring when the American Productivity and Quality Center (APQC) named the University one of four "best practice" sites for innovative use of technology in providing electronic student services. The APQC, a consortium of 470 companies, government agencies, health care providers, and educational institutions, also cited Oregon State University, University of British Columbia, and the University of Pennsylvania.

## Water videos available

Three videos on water use are available from the Minnesota Water Quality Team. Filmed in central and northern Minnesota, the videos include practical, easy-to-follow advice of interest "to anyone concerned about protecting water quality and their property investment," says Barbara Liukkonen, the U's water resources education coordinator.

The videos are *Water Conservation*, *Managing Our Precious Liquid Asset*, *Keeping Our Shores* (both available from Lake County Soil and Water Conservation District, P.O. Box 14, Two Harbors, MN 55616, 218-834-6638), and *Septic Systems Revealed: A Guide to*

*Operation, Care, and Maintenance*. (MES Distribution Center, University of Minnesota, 1420 Eckles Avenue, St. Paul, MN 55108-6069, 800-876-8636 or 612-624-4900).

The Minnesota Arrowhead Water Quality Team is made up of representatives from several Minnesota counties, the Minnesota Board of Soil and Water Resources, Minnesota Sea Grant, University of Minnesota Extension Service, and other state and federal agencies. The videos were produced by Parthe Productions, Duluth.

## U golf leagues forming

Faculty and staff can tee off with colleagues this spring at the Les Bolstad University Golf Course. League registration is \$37 plus greens fee, and includes weekly league contests and awards, league tournaments and awards, handicaps update every two weeks, and a weekly "leader board" mailing. Play begins the week of May 5 and continues through September 24.

For more information contact Al Gronhoyd at Rec Sports: 625-8297.

## Media Watch

German professor Anatoly Liberman is achieving a nationwide reputation as THE person to see when you want to know the origin of an English word. Newhouse

News Service turned to him to find out the history of the word "nerd." The story appeared in papers across the country, including the *Atlanta Journal-Constitution*, *Newark Star-Ledger*, and *San Jose Mercury News*.

■ It's not bad enough that too many Americans are overweight. Now we find out that our pets are too pudgy, too. Vet Med faculty members Jane Armstrong and Liz Lund studied 120,000 cats and dogs before coming to that conclusion, and their findings, though preliminary, have been cited in the *Tampa Tribune*, *Pittsburgh Post-Gazette*, and *Hackensack (NJ) Record* as of this writing. Look for future mentions in the *Chicago Tribune*, *Washington Post*, *Good Housekeeping*, and *New Scientist*.

■ Fairview-University Medical Center's first split-liver transplant, in which a donor liver was split and transplanted into two children, received the undivided attention of *USA Today*, in addition to all the local media. The surgery was conducted by a team led by Rainer Gruessner.

■ A guppy study by ecology faculty members Ruth Shaw and Frank Shaw, showing that the speed of evolution in the wild is faster than we thought, wasted no time getting into the pages of the March 28 *Star Tribune* and *Pioneer Press*.

■ President-designate Mark Yudof's recent visits to Twin Cities newspaper editorial boards resulted in positive editorials in the *Star Tribune* and *Minnesota Daily*, plus a full page "Q and A" in the *Pioneer Press*. He's scheduled to meet with the Twin Cities Minority Media Coalition on May 16.

■ Institutional Relations VP Tom Swain explained the University's position on the remodeling plans for its southeast steam plant in a "Counterpoint" in the March 22 *Star Tribune*.

## Careerscapes

### Planning your career, a deliberate process

Ultimately, you are responsible for your own career management. Your supervisor, however, can be an important ally. If you and your supervisor never get around to talking about your development, you have lost one of your career's strongest potential promoters, one who can help you develop skills, advocate for you, and recommend you for potential positions.

The first step is to schedule a meeting to talk about your career development. Ideally, this should be separate from your performance review. If this is not possible, use your performance review meeting to broach the topic. As you gear up for this process, keep these things in mind:

#### The process should be collaborative

Ask for feedback in areas that you want to develop and invite suggestions to improve skills in these areas.

#### Establish personal goals

As the saying goes, "If you don't know where you're going, you will probably end up somewhere else." Sort through your priorities and goals beforehand and then enlist your supervisor in developing an action plan.

#### Don't expect your supervisor to know your goals and ambitions

It is your responsibility to communicate your goals. Your supervisor can then generate ideas about how you can achieve them while also meeting the needs of your department.

#### Expand job responsibilities

With the help of your supervisor, you can develop new skills in a variety of ways including volunteering for projects, offering to help with your supervisor's (or a coworker's) duties, attending training sessions, or shadowing a colleague.

#### Respect that your supervisor's main goal is to get the work done

If you want to take on different responsibilities, simultaneously outline suggestions on how your current work will get done. Some ideas include changes in procedures, cross-training, or delegating.

#### Demonstrate that you can handle more responsibility

Your supervisor is more likely to advocate for you if you are a consistent performer. Take his or her feedback to heart and demonstrate that you can improve in any areas that are deficient.

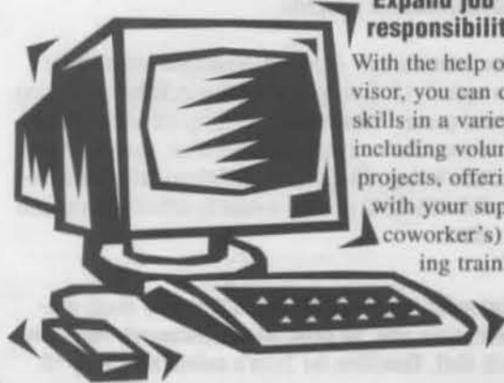
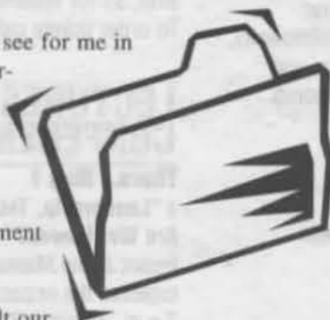
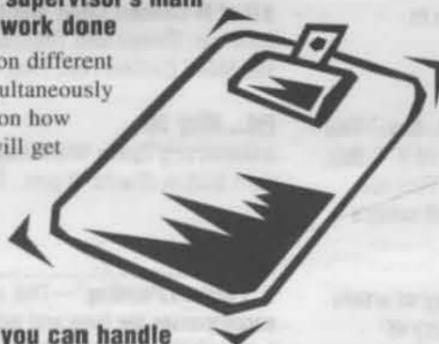
#### Key questions to raise in your meeting with your supervisor

- What role do you see me playing in the next few years?
- What strengths do you see me bringing to this department?
- What skills should I develop to remain a vital member of this team?
- What career options do you see for me in this department/college/university?
- Where do we go from here (what is the action plan for moving forward)?

The Employee Career Enrichment Program offers a workshop "Career Planning with your Supervisor" (May 29). Consult our Web page for more information (<http://www.umn.edu/ohr/ecep/>) or call us at 627-1041.

—Kate Schaefers

Kate Schaefers is the Director of the Employee Career Enrichment Program.



# May calendar

To find out more about individual U theaters, museums, and events, check out the new online events calendar at <http://events.tc.umn.edu>.

## OF NOTE

### Mon., May 26

■ **Memorial Day**—Classes excused and University offices closed.

## SPECIAL EVENTS

### Thurs., May 1

■ **May Day Music in Bloom**—Minnesota Public Radio hosts Mindy Ratner, Lynne Warfel-Holt, and Eric Freisen will broadcast their programs live from the Landscape Arboretum, 9 a.m.–7 p.m.

### Sun., May 11

■ **Mother's Day Event**—Ikebana Master Kosen Ohtsubo, Weisman artist-in-residence, will give an afternoon demonstration of traditional Ikebana. 2 p.m., Weisman Art Museum. Free and open to the public.

### Wed., May 14

■ **African American Learning Resource Center Honors Program**—A community recognition and celebration for African American graduating seniors, graduate students, and academic achievers. Reception will follow. 7–9 p.m., 125 Willey Hall. Free and open to the public. FFI: 625-1363.

### Thurs. and Fri., May 22 & 23

■ **Hearing screenings**—Screenings for hearing loss, part of Better Speech and Hearing Month, sponsored by the National Student Speech & Language Hearing Association. Thurs. 1–4 p.m., Fri. 9 a.m.–4 p.m. 115 Shevlin Hall. Free and open to the public.

## EXHIBITS

### Bell Museum of Natural History FFI: 624-7083

■ **"Birds in Art"**—This annual juried show of contemporary wildlife art includes 60 paintings, bronze sculptures, wood carvings, watercolors, and woodcuts. Through May 11.

### Tweed Museum of Art FFI: 218-726-7056

U of M Duluth Museum hours: Tues., 9 a.m.–8 p.m.; Wed.–Fri., 9 a.m.–4:40 p.m.; Sat. & Sun., 1–5 p.m.

■ **Student Art Exhibition**—Through May 11.

### Weisman Art Museum FFI: 625-9494

■ **Chinese Paintings from the Collection of Y. T. Bay**—This exhibition showcases the Chinese art collection of Y. T. Bay, which includes more than 600 Chinese scrolls. This student-curated show features Chinese painting and calligraphy from 1800 to 1950. Through May 18.

■ **Critiques of Pure Abstraction**—A select survey of artists who both participate in and examine the trajectory of abstract art in the 20th century. Through May 25.

■ **Organic Matters: Ikebana Master Kosen Ohtsubo**—Acclaimed Ikebana master Kosen Ohtsubo will be the artist-in-residence at the Weisman during the month of May. Opens May 5 and runs through June 3.

■ **Reinstallation of the Weisman Permanent Collection**—This reinstallation marks the first major change in the museum's Julie and Babe Davis Gallery since the museum's opening in 1993. Joining familiar works by Georgia O'Keeffe, Milton Avery, and Arthur Dove, will be works from the collection by artists such as Alfred Maurer, Charles Biederman, Alexander Archipenko, Ilya Bolotowsky, Robert Goodnough, David Smith, Barbara Morgan, and Robert Motherwell. Opens May 24 and will be ongoing.

## MUSIC

### Thurs., May 1

■ **Saint Paul Chamber Orchestra**. 8 p.m., Ted Mann Concert Hall. Tickets \$31–\$19. FFI: 291-1144.

### Sat., May 3

■ U of M Symphony Orchestra. Keith Clark conducts suites from Prokofiev's *Romeo and Juliet* and Ravel's *Daphnis and Chloe* and the Brahms *Violin Concerto*. Sidney Weiss, former concertmaster of the Chicago Symphony, will be the guest violin soloist. 8 p.m., Ted Mann Concert Hall. Free.

### Sun., May 4

■ **Minnesota Youth Symphonies**. Manny Laureano will conduct works by Liszt, Barber, and Mahler. 2 p.m., Ted Mann Concert Hall. Tickets \$5. FFI: 699-5811.

■ **U of M Brass Choir**. Conducted by David Baldwin. 3 p.m., Wooddale Church, Eden Prairie. Free.

■ **The Minnesota Composer's Alliance**—U of M School of Music students perform original works by U of M music composition students. 3 p.m., William G. Shepherd Room, Weisman Art Museum. Donations accepted at the door.

### Tues., May 6

■ **U of M President's Concert**. A musical montage of large and small U of M ensembles and individual performers. 8 p.m., Ted Mann Concert Hall. Free.

### Sat., May 10

■ **Dale Warland Singers**. 8 p.m., Ted Mann Concert Hall. Tickets \$25–\$15. FFI: 339-9707.

### Fri. and Sat., May 16 & 17

■ **The Rape of Lucretia**. The U of M Opera Theatre presents Britten's small chamber opera in two acts based on Shakespeare's tragic narrative poem. Gary Gisselman directs. 8 p.m., Ted Mann Concert Hall. Additional performance on Sun., May 18 at 2 p.m. Tickets \$11.50–\$6.50. FFI: 624-2345.

### Thurs., May 22

■ **U of M Men's and Women's Chorus and Campus Orchestra**. Kathy Saltzman Romey directs and Elizabeth Prielozny Barnes conducts. 8 p.m., Ted Mann Concert Hall. Free.

■ **Barry Manilow concert**. 7:30 p.m., Northrop Auditorium. Tickets: \$41 and \$31. For tickets, call TicketMaster: 989-5151. FFI: 624-2345.

### Fri., May 23

■ **"Music and Performance for the 21st Century"**—Minnesota Contemporary Ensemble, the Twin Cities' premier contemporary music troupe, presents a program of contemporary masterpieces and recent works by emerging masters. 8 p.m., Weisman Art Museum.

### Tues., May 27

■ **U of M Percussion Ensemble**. Fernando Meza directs. 8 p.m., Ferguson Recital Hall. Free.

### Thurs., May 29

■ **U of M Concert Choir and Chamber Singers**. Kathy Saltzman Romey and Thomas Lancaster direct. 8 p.m., Ted Mann Concert Hall. Free.

### Fri., May 30

■ **University Opera Workshop: A Night at the Operetta**. Vern Sutton directs. 8 p.m., Ted Mann Concert Hall. Free.

## FILM

■ **"Painters Painting"**—This complex cinematic canvas encompasses the lives and work of 14 artists from the 1940s to the 1970s. Sat., May 3. 2 p.m., William G. Shepherd Room, Weisman Art Museum. (1972; 116 minutes)

## THEATER

■ **Crisis Point: Theatre of danger and opportunity**. Crisis Point premieres with two experimental one-act plays, *The Spell of Dog* by Anja Klöck and *Divine Words* by Jason Scott. Both playwrights are graduate students in the department of theatre arts and dance. Discussions will follow each. May 2, 3 & 4, 7:30 p.m. William G. Shepherd Room, Weisman Art Museum. Tickets \$6 general admission, \$3 for Weisman Art Museum members and students. To order tickets call 625-9495.

## LECTURES, WORKSHOPS & CONFERENCES

### Thurs., May 1

■ **"Leadership, Technology, and Global Society: Where Are We Headed?"**—Professor Bruce Mazlish, history professor at the Massachusetts Institute of Technology, explores the impact of machines and artificial intelligence. 7 p.m., Room 3-210 Electrical Engineering/Computer Science Building. Free. FFI: 624-5747.

### Mon., May 5

■ **"Philosophy and the Task of Architecture"**—Karsten Harries, philosophy professor at Yale University, will discuss philosophical issues in architecture. 5:30 p.m., Architecture Building Courtyard. FFI: 626-1000.

### Fri.–Sun., May 9–11

■ **Bree Moot 3**—This small, fan-oriented Tolkien conference will be held in conjunction with the Children's Theater Company production of *The Hobbit*. John Rateliff, who is working on a book on Tolkien's writing of *The Hobbit*, will be the keynote speaker. For more information call 292-8887 or send e-mail to d-lena@tc.umn.edu.

### Mon., May 12

■ **"The Disciplines and the Professions"**—Recent articles in professional architecture journals have argued that schools are failing the professions while the professions are also failing the schools. This participatory panel discussion of faculty and practitioners will focus on questions surrounding this topic. 5:30 p.m., Architecture Building Courtyard. FFI: 626-1000.

### Thurs., May 15

■ **"A Weapon of Mass Destruction in Slow Motion: The Global Land Mines Crisis."** 3:30–5:30 p.m., 25 Law. FFI: 625-3325.

### Mon., May 19

■ **Research Forum with Shirley Brice Heath**, professor of linguistics and English at Stanford University. Prof. Heath will lecture and lead a discussion on literacy in urban settings and the role of language, arts, and community-based programs in education and communication. 3 p.m., Shepherd Room, Frederick R. Weisman Museum. Free and open to the public. FFI: 626-8706.

### Tues., May 20

■ **Designing Public and Private Japanese Gardens**—hosted by David Slawson, prominent Japanese garden designer. \$25 Arboretum members, \$35 non-members. Cost includes dinner. 6–9 p.m., Landscape Arboretum. FFI: 443-2460 ext. 105.

### Thurs., May 22

■ **"What About Beauty?"**—Master Ikebana artist Kosen Ohtsubo, in a month-long residence at the Weisman Art Museum, concludes the lecture series "What about Beauty?" 7 p.m., William G. Shepherd Room, Weisman Art Museum.

## READINGS

### Tues., May 6

■ **Readings from X cp: Cross Cultural Poetics**—To celebrate the publication of the first volume of the new interdisciplinary journal *X cp: Cross Cultural Poetics*, a number of its authors will read their work. 3:30 p.m., William G. Shepherd Room, Weisman Art Museum.

### Thurs., May 15

■ **Poisoned Ivy: Lesbian and Gay Academics Confront Homophobia**—Toni McNaron, from the English department, will read from her new book. 3:30 p.m., William G. Shepherd Room, Weisman Art Museum.

## SUMMER YOUTH PROGRAMS

■ **Discovery Day Camps**—The Bell Museum offers summer discovery day camps for students in 1st–8th grades. Camp topics explore science, art, and natural history. June 9–Aug. 29. Mon.–Fri., 8:30 a.m.–5 p.m. Call 624-9050 for more information.

■ **Aquatic Sports**—Minnesota Sport Schools offers 17 lifetime and aquatic sports for children ages 8–15. June 9–Aug. 29. Contact Jill Anfang for more information. Call 625-2242 or send e-mail to anfan001@maroon.tc.umn.edu.

■ **Academic Programs**—University Youth Programs, in conjunction with eight academic units, will provide academic enrichment, experimental learning, and fun for children ages 9–15. Topics include: science, mathematics, technology, computers, and art. June 16–Aug. 11. Contact Jill Anfang for more information. Call 625-2242 or send e-mail to anfan001@maroon.tc.umn.edu.

■ **Gopher Adventures**—A general recreation program for children ages 5–12. Daily programming includes swimming, sports, and games. Weekly programming includes arts and crafts, campus tours, computer exploration, games, and sports. June 9–Aug. 29. Contact Jill Anfang for more information. Call 625-2242 or send e-mail to anfan001@maroon.tc.umn.edu.

Send calendar items by fax: 624-6369; by e-mail: [urelate@gold.umn.edu](mailto:urelate@gold.umn.edu); by mail: *Kiosk*, University Relations, 6 Morrill Hall. Deadline for June's calendar is May 12

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# Kiosk

The Newspaper by and for University of Minnesota Faculty and Staff

<http://www.umn.edu/urelate/kiosk/>

## Transition

On July 1 Mark Yudof becomes the University's 14th president. Beginning June 1 he will be on campus full time, working with predecessor Nils Hasselmo to make this transition as smooth as such a transition can be. Already Yudof has laid out his plans for a new U organization. Hasselmo, meanwhile, winds up his eight-year administration at midnight June 30.

### Mr. Yudof comes to town

**S**ixty days before taking over as president, Mark Yudof proposed some major changes in administrative structure. His proposal, now approved by the regents, gives him a structure that suits his style.

Next to Yudof, the key person will be Robert Bruininks, executive vice president and provost. This number-two position, similar to Yudof's job at Texas, is traditional at universities, he says. The current three-provost system is unusual.

Bruininks is "an absolutely extraordinary fellow," was a successful dean under difficult circumstances, and is "extremely highly regarded by faculty and fellow deans," Yudof says. Besides that, he says, "I absolutely had to have someone who understood the University and understood Minnesota. I come in as a Philadelphia lawyer by way of Texas, a not entirely legitimate route."

"I fully and deeply embrace the values of the University," Bruininks says.

For his chief of staff, Yudof went the other way and brought in Tonya Moten Brown from Texas, where she has been assistant dean of admissions in the School of Law. "I needed someone who knew me and someone I knew and trusted," he says.

Bruininks and Brown were approved as exceptional hires, without searches. Competitive searches will be held for all remaining jobs, Yudof says.

The reorganization goes into effect three years after President Nils Hasselmo proposed his own reorganization, with three provosts on the Twin Cities campus. That system has been fully in place for just over two years.

Although Yudof "obviously saw some disadvantages" in that model, his changing it is not meant as criticism either of Hasselmo or the provosts. He is simply choosing the system that makes the most sense to him, he says.

A flatter organization and streamlined decision making are his goals, he says. What is new in Yudof's model—different from both the current structure and the one it replaced—is that there are not layers of vice presidents, with some of them reporting to a senior vice president. All vice presidents will report directly to him. Bruininks as the number-two person will lead and coordinate. "This is not to be the czar of academic programs," Yudof says.

The philosophy is to "decentralize to the maximum possible extent," so that authority, responsibility, and accountability are with the colleges and departments where they belong. Bruininks says. "I think it's workable."



Mark Yudof and Nils Hasselmo at the state capitol.

### Looking back on the Hasselmo years

**A**t midnight on June 30, Nils Hasselmo will retire as president of the University he has led for eight and a half years. Originally coming to the U as a faculty member in 1965, Hasselmo has spent nearly all of his professional career here, with the exception of his five years as vice president for academic affairs at the University of Arizona.

He took office following the tumultuous events that led to the resignation of Ken Keller. He leaves after some tumultuous events in his own administration: the Waseca campus closing, the MALG crisis and the resignation of John Najarian, the tenure controversy.

But his administration also has been marked by remarkable achievements. Sometimes, Hasselmo says, he is frustrated that the news has been more about the controversies than the accomplishments. "When I look at the data, I see real achievement," he says. "But often that story doesn't seem to get out."

Chief among those achievements is improvement of the undergraduate experience on the Twin Cities campus, a goal that became part of U2000, Hasselmo's vision for the University as a premiere, global, land-grant institution, and a vision Mark Yudof says he supports. Reduced class sizes, computerized registration, better prepared freshmen, and an improving four-year graduation rate are among the Hasselmo era accomplishments in undergraduate education. Minority students, whose five-year graduation rate has improved 50 percent over four years, now make up 10 percent of the student population.

There have also been other accomplishments: massive systems improvements, particularly in administration, information systems, grants management, and human resources; the sale of the University of Minnesota Hospital and Clinic to the Fairview Health System—the most significant public-private transaction ever accomplished by the University; changing the focus of Crookston from a two-year, associate degree college to a four-year, bachelor degree institution.

And there have been positive signs of outside support. By 1992, federal and private support had outgrown state support as a percent of the University's budget, doubling from \$152 million to \$304 million. Annual private giving had also jumped dramatically and private funding for scholarships has doubled in five years. The following

Continued on page 2

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## News digest

The legislature approved a **biennial funding** increase for the University of \$151 million, or 16.5 percent. President Nils Hasselmo called the outcome "outstanding" and expressed "heartfelt thanks" to everyone who helped.

President-designate Mark Yudof's **reorganization plan** was praised and unanimously approved by the regents in May. Robert Bruininks was appointed as executive vice president and provost (see story on page 1).

**Two new Regents' Professors** were named: H. Ted Davis, dean of the Institute of Technology and professor of chemical engineering and materials science, and Patricia Hampl, professor of English and well-known writer. "This is a cause for celebration," President Nils Hasselmo said. "Ted Davis and Patricia Hampl are not only leaders of the University community, but truly national and international stars in their fields." They replace retiring Regents' Professors Willard Hartup, child development, and Paul Murphy, American history and American studies.

**Professional civil service employees** voted 932 to 651 against union representation in balloting results released May 7. The group of 2,142 eligible voters includes accountants, scientists, systems analysts, computer programmers, writers, and editors. "These are valued employees of the University," Hasselmo said. "Clearly, there are still many issues of concern to many of them. We need to address these issues as soon as possible."

All four campuses have been involved in **flood relief and cleanup** in Minnesota and North Dakota, and the Crookston campus has been on the front line. The regents presented a certificate to faculty, staff, and students at Crookston for their "dedicated heroic volunteer service" in flood relief to friends and neighbors in northwestern Minnesota and North Dakota. Chancellor Don Sargeant expressed appreciation for "all the support we've received" from throughout the University.

Hasselmo presented a check to the Crookston campus April 25 on behalf of the University Foundation to provide aid to UMC students who experienced flood-related losses. UMC estimated that about 100 students were displaced from their residencies in communities along the Red River and its tributaries.

A caravan of volunteers from the Twin Cities campus went to the Grand Forks area the weekend of May 16 to help with cleanup. They stayed at UMC's Lysaker Gymnasium.

## Media Watch

Two faculty members received prominent mention recently in the *Washington Post*. An April 22 story featured **Mary Jo Kane**, director of the Tucker Center for Research on Girls and Women in Sports, and her study, "Physical Activity and Sport in the Lives of Girls," conducted in collaboration with the President's Council on Physical Fitness. Family social sciences professor **William Doherty** was quoted in a May 4 story about the importance of parents carving out "family time" in their busy schedules. (Doherty's new book, *The Intentional Family*, was published June 9 by Addison-Wesley.)

*Beyond All Reason*, a new book by law professors **Suzanna Sherry** and **Daniel Farber**, challenges the scientific soundness of "critical race theory," which holds that people's perspectives on events are overwhelmingly determined by their racial background. Their views were extensively examined in a May 4 *New York Times* story, which was picked up in the May 7 *Pioneer Press*.

## Yudof

continued from page 1

His own background should help. "I've held every type of administrative position in the University," he says. He has been academic program director, he has been department chair, he has started a major research center, he has served as dean.

Chancellors will continue to report directly to the president, and Yudof says he will look for "other functions that can be delegated back to the chancellors."

Two new vice presidencies have been established, for human resources and agricultural policy. Frank Cerra has been named senior vice president for health sciences, a title change.

The human resources vice presidency is intended to signal the importance of faculty and staff, Yudof says. "Universities are endowed with human capital more than anything else."

A national search has been announced for vice president for research and dean of the Graduate School, the post now held by Mark Brenner. Carol Carrier has been named acting vice president for human resources. Yudof says that because of the complexity of Minnesota labor laws his instinct is that this search should be statewide. A search is also planned for vice president for institutional relations, who Yudof says should probably be "a long-time respected resident of the state."

A transition team led by associate dean Carol Boyer and associate vice president Robert Kvavik is advising Bruininks on several issues, including a human resources strategy for his office. By early June, he hopes to have the broad outlines of the office developed and at least three academic vice provost positions posted.

One of those positions will have major responsibility for undergraduate education. "I think we need to continue the extraordinary progress we've made in improving undergraduate education, one of President Hasselmo's most important legacies," Bruininks says.

Yudof talked earlier of naming a dean for undergraduate education. Whatever the title, a likely candidate is Marvin Marshak, now the senior vice president for academic affairs. Yudof has been quoted in the press saying that Marshak would be a "strong candidate."

"If a search gets started, I guess I could take that as an invitation to apply," Marshak says. Is he interested? "Yes, I'm interested in undergraduate education. There really are lots of opportunities to do things in undergraduate education."

Bruininks agrees that Marshak is a likely candidate but stresses that all the new jobs will be filled through competitive searches. Before posting the jobs, he says, he will "engage in discussion with faculty leadership to make sure we define the portfolios well." One idea he is considering is to post the positions together, with a single search committee, to make

it easier to ensure the right fit for each person.

Other top administrators and their staffs are unsure about their futures, especially in the two disbanded provosts' offices. Yudof has said he wants to manage the transition "in the least painful way" and "make sure people find employment elsewhere at the University." At the same time, he says, "I'm hoping we will save some money."

Jeanne Markell, chief of staff in the professional studies provost's office, says the transition team is working "with great humanity and care," and the provost's office was already doing its own work helping people think about short-term and long-term futures.

The change has brought a roller coaster of emotions, she says. "For our people, it's not just the end of the provost's office, but a lot of people have worked together in different configurations on the St. Paul campus for years."

"Everybody certainly wants the new president and the new model to succeed," she says, and the staff will do everything possible to help.

"People are going to work very hard to make sure the transition goes smoothly," Bruininks says. "I'm pleased with the support I've received so far. I'm very much looking forward to the challenge."

—Maureen Smith

## Kudos

**Frank Barnwell** was named 1997 Minnesota College Teacher of the Year by the Minnesota Academy of Science. Barnwell is a faculty member in the Department of Ecology, Evolution, and Behavior.

**Robert Kudrle** became vice president-elect of the International Studies Association at its annual convention in Toronto in March. The association promotes opportunities in interrelated fields of international study. Kudrle is a professor at the Humphrey Institute.

**Seymour H. Levitt**, professor and head of the Department of Therapeutic Radiology-Radiation Oncology, was honored May 21 with an endowed chair established in his name. The Seymour H. Levitt Clinical Radiation Oncology Chair recognizes his 26 years of contributions to the U, particularly to the field of radiation oncology. Levitt also received an honorary doctor of science degree from the University of Colorado School of Medicine on May 24.

CLA dean **Steven Rosenstone** and **Martin Dworkin**, professor of microbiology, have been elected fellows of the American Academy of Arts and Sciences. The honor recognizes distinguished contributions to teaching and scholarship. The Academy includes 3,500 members and 600 foreign honorary members.

Five staff members have received this year's academic professional and administrative class achievement awards. They are **Elayne Donahue**, director of academic counseling-intercollegiate athletics; **Debra Ann Dykhuis**, coordinator, College of Pharmacy; **Sandra Olson-Loy**, director of student activities, UM-Morris; **William Robiner**, senior psychologist, Medical School; **Bhadriraju Subramanyam**, extension educator, Department of Entomology. The recipients were honored at a "Celebrating our Achievements" program and reception May 6.

1997 Distinguished McKnight University professors are **George**

**Barany**, Department of Chemistry; **Sara Evans**, Department of History; **James Hepokoski**, School of Music; **William Iacono**, Department of Psychology; **Craig Packer**, Department of Ecology, Evolution, and Behavior; and **Tayfun Tezduyar**, Department of Aerospace Engineering. The McKnight professorship recognizes outstanding midcareer faculty and includes a \$100,000 grant to be used over five years.

The U's **Men's Crew Club** had two first place finishes at the Dad Vail Regatta in Philadelphia, the largest collegiate rowing

event in the United States. With the win, the Men's Crew Heavyweight Four has been invited to represent the United States in the Henley Royal Regatta, the world championship event to be held in London over the Fourth of July weekend. For more information check out the Web site at <http://www.henley-on-thames.org.uk/regatta/1997.html>.

**UM-Crookston** was named grand champion senior team at the National Association of Colleges and Teachers of Agriculture (NACTA) competition in Goodwell, Okla. Forty-seven students and their coaches competed at this annual contest with other students from across the country for trophies and awards recognizing their knowledge and skills in areas such as computers, meat, dairy, horse judging, and horticulture.

## Letters

### More about the 52

My letter regarding 52 Express service [April *Kiosk*] drew an interesting "spin control" response from Bob Baker of Parking Services. The information that the deficit resulting from the construction of the 19th Avenue ramp prevented the University from continuing to subsidize the 52 Express service came directly from testimony Paul Tschida gave to a U Senate committee some time ago. If they now want to deny that testimony, it's their prerogative.

I find it more than a little curious that in spite of the recent decision by the administration to "postpone" the final termination of the 52 Express—which I assume was in response at least in part to the outcry of the U community—service was reduced on a number of 52 routes for spring quarter. For example, the 52F which serves my neighborhood in St. Paul now only has one outbound trip in the afternoon, down from as many as three last year. So, seemingly, what the administration could not accomplish overtly is being achieved through attrition by reducing the viability of the service to the needs of the U community.

Randy Zimmermann  
Humphrey Institute of Public Affairs

*Kiosk* welcomes letters to the editor and opinion pieces. To be considered for publication, opinion pieces should be between 250 and 500 words, and letters should be under 150 words. Send copy and disks to *Kiosk*, University Relations, 6 Morrill Hall, via campus mail, or e-mail us at [urelate@gold.tc.umn.edu](mailto:urelate@gold.tc.umn.edu)

## Investing in faculty governance

**“W**hy are people from the coordinate campuses willing to give up entire work days to travel to Minneapolis for committee meetings?” is a question I have been asked several times during the past year. Although I cannot speak for all the people who make such weekly or monthly trips, I typically reply with some general comments about the value to Morris faculty of the connection to the larger University. Let me use this opportunity to be a little more specific.

Perhaps the most obvious value of participation in all-University governance is that it provides a means of input into the formation of University policy and decisions and allows us to be informed about what is happening in the University at large. The flow of information in both directions has been important in many recent issues such as the adoption of a new grading system, semester conversion standards, and a new tenure code.

A more product-oriented response might point out the benefits to all faculty from a

strong faculty governance system. I often mention to candidates for faculty positions that the University has a long tradition of strong faculty governance and that this has created an environment in which academic pursuits can flourish over the long term. Few small, stand-alone colleges can claim a comparable heritage of traditions and policies that ensure due process and academic freedom comparable to that we enjoy by being part of the University of Minnesota. (Reading the *Chronicle of Higher Education* reveals examples nearly every week of colleges that do not enjoy comparable safeguards.)

Another valuable outcome is one that can be easily overlooked or dismissed as inessential, yet it may sometimes be more important than a person's contribution during official committee discussions. I am referring to the coming together of members of disparate parts of the University for common purposes. This often allows them to see one another as hard-working, well-meaning, thoughtful colleagues. It puts human faces on pro-

grams, departments, and campuses and counteracts the prejudices and misinformation that arise all too easily in a system as large as the University. The importance here is not merely friendships that are personally rewarding to those involved but a broadening of perspectives in a way that enhances the deliberative process and enriches the achievements of the group.

Of course there are costs and difficulties associated with faculty governance—the time and energy required of participants, the problems of achieving broad consultation and communication, dealing with reasonable disagreement, working with externally driven, rapidly evolving issues, etc. Yet many of us consider the investment to be well made. Perhaps there would be some truth in a paraphrase of a well-known saying—participative faculty governance is the worst way to run a University, except for all the other ways.

—Michael Korth, associate professor of physics (Morris campus)  
Faculty Consultative Committee

## Op-ed

### Are we being hoodwinked?

I noticed in the May issue of *Kiosk* that the University will convert everyone to a biweekly payroll by September of this year. I am surprised that this issue has not raised any concerns among the faculty.

Perhaps I'm becoming cynical about sweeping administrative decisions such as this, but this is the issue as I see it. I am on a standard nine-month appointment, but I am able to pay myself for three summer months from research funds I have raised. My understanding is that switching to the biweekly payroll will effectively force me to work for an extra 10 days before I receive my first biweekly check. There are 261 weekdays

in 1997; if I ignore University holidays (which I and many of my colleagues rarely take off anyway), this means I am effectively receiving a cut in my 1997 salary of about 4% by this conversion.

Of course, University administrators counter with the argument that I will receive this unpaid balance on my last paycheck, which likely means that the University will hold onto this sum until I approach retirement age. Now, I don't know about you, but I feel reluctant to forgo the future returns of investing 4% of my 1997 salary for 30 years or so. Hold on, you say, this will not affect all faculty, only those who are paid continuously over the summer. Low and behold, before implementing the payroll conversion, the University is also giving faculty on nine-month appointments the "opportunity" to convert to a 12-month payroll effective July 1. Our administrators must

be literally laughing all the way to the bank over the massive bookkeeping trick they are playing on the faculty with these policies.

I cannot help but ask why this issue has not been honestly addressed by the administration? There are also two other compelling questions that are not being raised: Why cannot the University directly pay me for those 10 working days lost in the switchover, rather than merely offering a three-year loan? Why is the payroll conversion not made on January 1, when the two systems coincide and no paid days are lost? I surely would like to hear some answers.

—Jeffrey J. Derby, associate professor  
Department of Chemical Engineering and Materials Science

## CIVIL SERVICE COMMITTEE

### Civil service staff should take advantage of post-election opportunity

On May 7, the University's civil service professional employees voted 932 to 651 against representation by AFSCME Council 6. (Two ballots were ruled invalid; about 550 civil service professional employees did not vote).

The University's news release on the election results included this statement by President Hasselmo: "Clearly, there are still many issues of concern to many of them. We need to address these issues as soon as possible through such current University governance units as the Civil Service Committee and the various collegiate and departmental governance committees."

What now lies before us is a great opportunity to work collaboratively and achieve the goals civil service staff have established. And there are many avenues to pursue.

Immediately after receiving the election results, I sent an e-mail message to the civil service listserv (to which approximately 300 civil service staff have voluntarily subscribed; all civil service staff have been encouraged to do so) to advise

that a civil service subcommittee would begin discussions immediately with Human Resources on the compensation plan for FY98. I asked for issues that the subcommittee should discuss with HR and received that same day three e-mail messages advising of these concerns: (a) Civil service staff need step increases and stability pay (or larger across-the-board increases); (b) very large pay ranges allow the University to erroneously maintain that our salaries are comparable to state salaries. We need step increases to move civil service employees through pay ranges; and (c) University staff should have the opportunity to convert accrued sick leave of more than 600 hours to additional salary, and terminated or laid-off employees should receive a sick leave payout for up to 800 hours (a benefit offered by some school districts). I hope to hear about additional issues that we can discuss with HR in conjunction with the FY98 compensation plan.

There is still time for civil service staff to propose changes to civil service rules, which constitute the civil service employ-

ment contract. Violations of civil service rules are grievable (contrary to statements included in *Minnesota Daily* articles and letters to the editor shortly before the vote). Let us know now of those changes to civil service rules you believe are needed to improve your employment situation.

In collaboration with the SCFA and ASAC, the Civil Service Committee is pursuing a flexible benefit package to allow University staff greater decision-making in how their benefit dollars are spent. These are only a few of the issues currently being pursued by the Civil Service Committee on behalf of civil service staff.

To each of the 651 civil service professional employees who voted for bargaining unit representation, please let us know your issues and work with us to achieve your goals. Let's make the most of this wonderful opportunity and not waste a minute more!

—Sue Weinberg, chair  
Civil Service Committee

# Kiosk

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Calendar ■ Maggie Adamczyk

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# Rites of spring: making commencement work

Photos by Tom Foley



Ann Olson, Peg Dimatteo, Carol Hondl, and Steve Carnes: putting their stamp on commencement

## The coordinators

**P**eg Dimatteo, Steve Carnes, Carol Hondl, and Ann Olson work in four very different units on the Twin Cities campus. But they do share one very big responsibility—each oversees the coordination of commencement.

Dimatteo, assistant director of student support services in the School of Public Health, is putting the finishing touches on her 13th graduation. This year, about 100 public health students and some 650 guests will gather June 13 in the North Star Ballroom on the Twin Cities campus in St. Paul for a ceremony that Dimatteo unabashedly describes as "one of the best on campus."

"It's an intimate ceremony with a reception in the Terrace Cafe afterward," she explains. The reception features music by a small jazz combo that includes school faculty member Lester Block.

"We do everything," Dimatteo says of the event. "We contact the caterer, get the names of all the students graduating so we can put them in the program, arrange for the speaker [Anne Barry, Minnesota's commissioner of health for this year's ceremony], order flowers from the Minneapolis Farmer's Market and go and pick them up the day of the graduation." This year, as in the past, Dimatteo and other members of her commencement team will be blowing up dozens of balloons to decorate the ballroom.

For all her planning, things can still go wrong. When

Dimatteo called recently to make sure the school could use a conference room across the hall from the ballroom, she discovered—to her horror—that the ballroom had been reserved by another group the day of commencement.

"They wouldn't give it up," she says. But several phone calls later, she discovered that the other group would be out of the ballroom by 4 p.m. The school's commencement begins at 7:30.

"It works out okay," she says. "We just have to work a little quicker that day to get everything ready."

Like Dimatteo, Steve Carnes, the coordinator of student services in the Carlson School of Management since 1986, begins planning commencement as early as possible. "With undergraduate students, we begin the process as soon as the first summer session is over—that's the first group of students we enter into the program database for the next year's commencement."

Carnes continues with that process after every degree clearance through winter quarter. "By the time we get the spring clearance list—which is really just a list of those who have signed up to graduate—we already have all the students from both summer sessions, fall, and winter quarters on our program list."

Once all the names are in, it's a matter of repeated checking and cross-checking to make sure everything's

correct. Carnes understands that for the graduating students and their families, there's no room for mistakes.

"If the name of just one student is missing, it's a disaster," he explains. "If one of them graduates with distinction but is not listed that way in the program, it's a disaster. The only way to avoid that is to proof, proof, proof."

"You have to be moderately anal retentive to coordinate graduation," he admits, "because there are so many nit-picky details. If you don't pay attention to detail, you're doomed."

If coordinating one commencement ceremony per spring is a major task, imagine overseeing two. That's exactly the task faced by Carol Hondl, an office specialist in CLA who also chairs the college's commencement committee.

So large is the number of CLA students graduating on June 15, that there are two ceremonies, with 600 students from majors whose departments are on the West Bank attending commencement at 10 a.m., another 600 from East Bank majors at 2 p.m. As with the School of Management, the CLA graduation takes place at Northrop.

"If we did it on two separate days, then we'd have to have two of everything—including speakers," says Hondl, who's arranged to have Robert Berdahl—president of the University of Texas at Austin (incoming president Mark Yudof's old employer) give an address at

both ceremonies.

"Probably the worst thing that has happened during one of our commencements was the time UPS delivered our faculty gowns late on Friday afternoon to the medical school and they ended up sitting on a loading dock," recalls the Law School's Ann Olson who presided over commencement May 15. With commencement scheduled the next day, Olson swung into action. "I'm playing bridge on Friday night and I'm on the phone yelling at the delivery company." Finally, the gowns were tracked down and commencement proceeded apace.

In planning commencement, Olson works with her dean and a committee appointed by the student council. "The students throw a big party before graduation," she explains. "It's been a tradition forever. So the student committee spends a lot of time planning for that."

Olson, who's been involved in commencement for 15 years, says each graduating class wants to put its own stamp on its ceremony. Sometimes that has led to less than ideal decisions.

"One year, the class wanted a string quartet, instead of the usual organ, to play 'Pomp and Circumstance,'" she says. "As we were coming into Northrop, the dean asked why nobody was playing the music." As with the missing gowns, Olson swung into action, firing up Northrop's organ and enlisting a musician to play the march.

THIS SPRING, SOME 10,000 U OF M STUDENTS WILL GRADUATE IN CEREMONIES FROM 21 COLLEGES. THOSE CEREMONIES DON'T JUST HAPPEN. THEY'RE THE PRODUCT OF STAFF MEMBERS WHO ORGANIZE, ARRANGE, AND SEE TO COUNTLESS COMMENCEMENT DETAILS. KIOSK DECIDED TO TALK WITH SOME OF THE BEHIND-THE-SCENES PEOPLE WHO MAKE GRADUATION HAPPEN.



Mike Damman, Northrop stage manager

Still, commencement is one of her favorite responsibilities as the Law School's administrative director. "Some people think of commencement as an end, but I think of it as a beginning of our students' lives as alumni. For the Law School, that's very important because we look so much to our graduates for support."

## The stage manager

Northrop stage manager, Mike Damman, didn't attend his own graduation in 1971. He worked it. When he graduates again this spring—this time with a master's from the College of Education—he intends to be there strictly as a participant.

"I worked my graduation from CLA because that was the year I started here as stage manager," he explains. Besides, he says, the spirit of the time was different. Back then, it wasn't "cool to go your graduation." He admits, however, that in 1971, he did put on a gown and had his picture taken.

June 9, though, will be different. "I won't be working this ceremony. I'll set it up, but I won't work it."

"The people [at the college] have something special planned for me," he says with a touch of wariness. "I don't know what it is."

As stage manager, Damman arranges Northrop for more than a dozen graduation ceremonies every year—not only for University grads but also for several area high schools that use Northrop's facilities. And what has changed in the past 26 years?

"Nothing much," he says. "The lighting has improved—we have better lighting now than in '71."

"Each college sends me its setup on an information sheet," he explains. "Then the student workers and I set up the lighting, the chairs, the podiums the way they want it." There's little variety, he says, other than occa-

sional requests for a projection screen or extra microphones. Afterwards, Damman also arranges the tables and chairs for the receptions that usually occur out on the Northrop plaza.

As for commencement addresses, "I try to avoid them," he says bluntly. "A lot of it goes in one ear and out the other"—a reaction no doubt shared by many graduates. Then, more diplomatically, he adds, "but that's because you're trying to make everybody happy."

**"If the name of just one student is missing, it's a disaster."**

—Steve Carnes

since she began at the U in 1963. "We'd set up tables backstage at Northrop and the students leaving the ceremony would give us their gowns and we'd toss them into big laundry carts to get them steamed and pressed for the next graduation ceremony. It was chaos!"

But even renting only to grad students can prove a logistical hassle. To make regalia ready in time for the next round of ceremonies, students have to return their gowns within three days of their own graduation. If not, Black comes up with a shortage and has to rent extras to make up the difference.

When the gowns are turned in, Black puts a number of student workers to work steaming and pressing. "It's lots of work for them," she says, "which is good for them."

"You can see how long I've worked here by that comment," she says with a laugh.

—Richard Broderick

## The regalia organizer

Without Judi Black, University graduation ceremonies would be informal affairs. Black, the principal bookstore manager on the West Bank, and her staff are in charge of providing caps, gowns, and ancillary items for all graduates, faculty, regents, guest speakers, and honorary degree recipients on the Twin Cities campus in Minneapolis.

"I've got a list many pages long for master's and Ph.D. candidates—and that doesn't include undergraduates," she says early in May. As for faculty, "Just for the grad school graduation we've sent for 41 out-of-state hoods. Faculty attending graduation wear regalia from the schools they graduated from. That doesn't include U of M hoods."

Because of their large number, undergrads must purchase their caps and gowns—"one trippers," Black calls them—for \$23.50. Master's and Ph.D. candidates rent theirs for about \$30.

"We used to rent bachelor's [caps and gowns] in the old days," says Black, who has been working graduations



Judi Black, principal bookstore manager, West Bank

## Hasselmo

continued from page 1

chronology looks at the highlights of these Hasselmo years.

### The Hasselmo years: highlights

#### November 30, 1988

The Board of Regents selects Nils Hasselmo as the U's 13th president.

#### 1989

Although he is not inaugurated until October 20, Hasselmo sets the theme for his tenure in March when he tells the regents that accountability will be "rule number one" of his administration. He also says he wants to double the hiring of faculty of color by 1994 and improve the graduation rate. With 10 percent of students graduating after four years, the U's rate is the lowest in the Big Ten.

#### 1990

In January Hasselmo announces a major initiative in undergraduate education, saying improving the undergraduate experience is his top priority. Later that year, he proposes an ambitious reallocation plan of \$20 million over the next two years.

#### 1991

Reallocation means painful choices. In March Hasselmo announces the Waseca campus will close because it has not maintained the enrollment needed to be cost-effective. "This," he says, "is one of those defining moments in the history of the University of Minnesota."

#### 1992

Earth moves at the U this year: In April, ground is broken for new Mariucci Arena, Williams Arena, and Women's Sports Pavilion, and in July, the old Memorial Stadium is demolished. Regents tell Hasselmo that he is "providing outstanding leadership for our university," and although they recommend it, Hasselmo declines a compensation increase. By October, undergraduate enrollment has decreased by 6,000 students. But clouds are looming, too. The 25-year, \$297 million contract the regents award to energy corporation Foster-Wheeler in April to provide a steam system for the Twin Cities campus, sets off a chain of protests. And in November, Hasselmo reports to the regents on a "serious management and accountability problem" in the MALG program. In December, regents approve a four-year degree program for Crookston.

On December 18 the Waseca campus switchboard closes.

#### 1993

The academic health center takes center stage this year. John Najarian resigns as head of surgery in February and by October the U has begun tenure termination proceedings against him. Win Wallin agrees to be a special adviser to Hasselmo to "recommend plans to resolve major issues in the health sciences area," and in October regents approve a health sciences reorganization, a need that Wallin calls a "matter of urgency." On the plus side, the U hears in June that it will receive a \$10 million grant from the U.S. Department of Defense to help build a new basic sciences/biomedical engineering building. And in August, a grand opening is held for the new Mariucci Arena. In a full fall, the Ted Mann Concert Hall and the new Weisman Art Museum both open. In September, Hasselmo reiterates his pledge to undergraduate education, saying that shaping the undergraduate experience on the Twin Cities campus is the most important element in establishing the U as a leading global research university, a vision he labels "University 2000" for the first time. A year-end poll shows that most Minnesotans believe the U is doing a good or excellent job of educating students.

#### 1994

Regents approve U2000 in January. In March, Hasselmo unveils a new organizational structure for central administration, including the addition of two provosts on the TC campus. Later that spring, Minnesota Twins outfielder Kirby Puckett and his wife, Tonya, announce they are giving \$250,000 to the U to create an endowed scholarship fund for students of color. In July Hasselmo reports to regents that undergraduate classes are getting smaller, and that more than 77 percent of all new TC freshmen have met all the strengthened preparation requirements—compared to 17 percent in 1986.

#### 1995

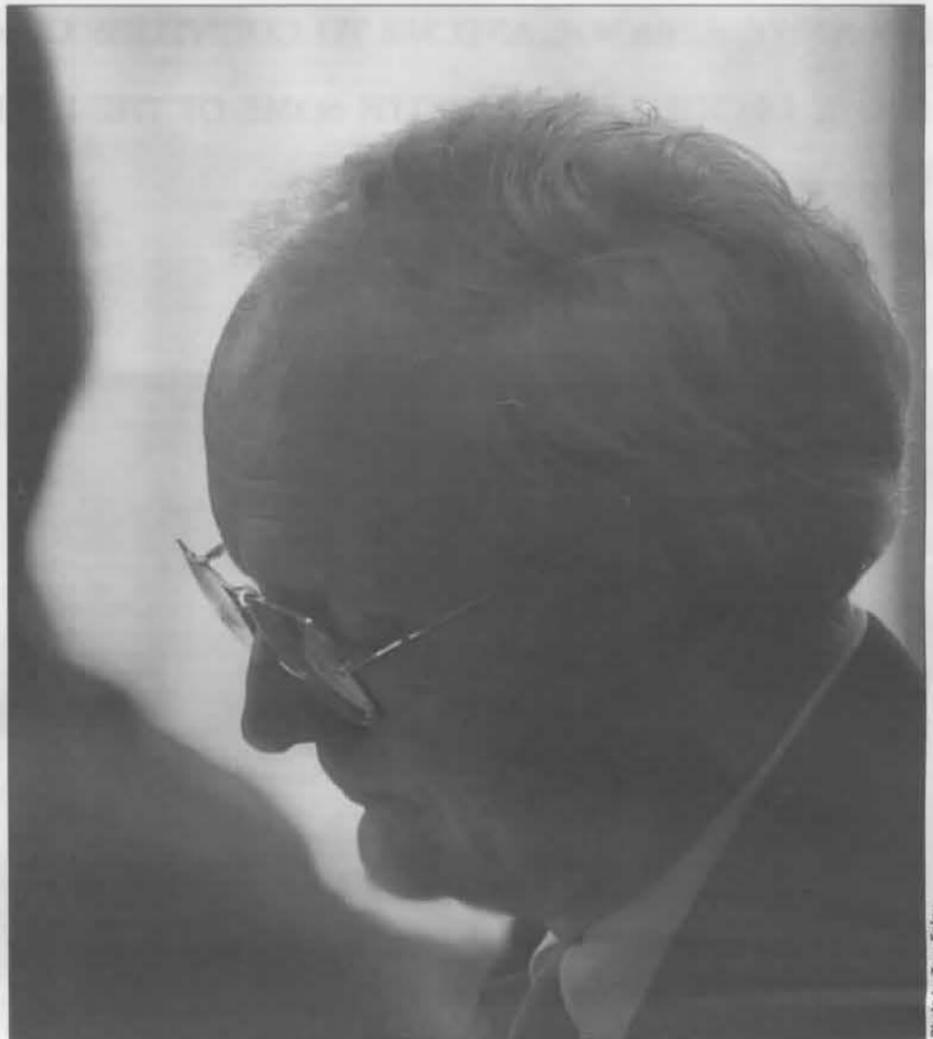
A February survey shows 81 percent of Minnesotans have a favorable or very favorable opinion of the U. In June Hasselmo announces that he will retire at the end of 1997. In September regents call for all campuses to change to semesters by fall 1999. And in December they ask for a review of tenure.

#### 1996

In January regents award a ten-year con-

tract to Coca-Cola, giving Coke exclusive campus soft drink vending rights. Total package is estimated at more than \$10 million. They also vote unanimously to go forward with the Foster-Wheeler proposal to upgrade the steam plant and make it fuel-flexible. Amendment to the resolution calls for continued efforts to find partners to cooperate on an off-river site. But the issue of the year is tenure.

freshman class we've ever had," surpassing earlier classes in high school rank, test scores, and preparation requirements. Also in September an accreditation report on the Twin Cities campus is full of praise for the U. "We passed with flying colors," says Hasselmo. On November 2, regents approve three finalists for presidents, two of whom soon withdraw. Remaining candidate Mark Yudof visits



Nils Hasselmo, president, University of Minnesota, 1988-1997

Photo by Tom Felley

"Tenure is here to stay," Hasselmo says in February as faculty concerns deepen. Then, in April, the Faculty Senate votes overwhelmingly to disband the faculty's ad hoc tenure working group and turn tenure review over to faculty governance committees. In September regents present their proposed revisions to the tenure code. The following day, the FCC sends faculty an analysis of the revisions, calling them "a very serious attack on tenure..." In November, regents adopt "Sullivan II," a revised tenure code for the Law School. Beginning in September, undergraduates get a four-year graduation guarantee opportunity. Hasselmo says the incoming class is "the best prepared

campus and is named December 13 as the U's 14th president.

#### 1997

In a full first five months, the U transfers its hospital to Fairview, Twin Cities arts and sciences faculty vote 692-666 against being represented by a union, and the Gopher men's basketball team heads to the Final Four for the first time ever. In May President-designate Yudof announces plans for central administration reorganization. Meanwhile, faculty continue to meet with Hasselmo on the University Senate's proposed changes to the tenure code.

—Mary Shafer

## Of presidents past

Mark Yudof takes up full-time residency at the U this month as a warm-up to assuming his presidential responsibilities July 1. As the U's 14th president, Yudof joins a select club whose members have shaped the U over time. Is President-designate Yudof typical of his predecessors? In many ways, yes. He is male, as were his predecessors, and he fits the average age fairly closely (he is 52). He is not a native Minnesotan (he was born in Philadelphia); only one president has been born here. Even his undergraduate background in political science turns out to be the choice of academics with presidential aspirations. Read on for more tidbits about our presidents.

■ **Number of presidents, including Yudof:** 14

- **Average age at selection:** 45+ years
- **Youngest at selection:** William Watts Folwell, the U's first president, who took office at the tender age of 36.
- **Oldest:** Guy Stanton Ford (#6) and Walter C. Coffey (#7), both 65 and both long-time University academics and administrators.
- **Average presidential tenure overall:** 9 years
- **Average tenure of the last five presidents:** 7 years
- **Longest tenure:** Cyrus Northrop, the second president, who served for 27 years.
- **Number of foreign-born presidents:** 2. In addition to Sweden native Nils Hasselmo, O. M. Wilson (#9) was born in Mexico.
- **Most popular academic background:** political science. In addition to Mark Yudof, other political science scholars were Folwell, Malcolm Moos, and Peter

Magrath. Next most popular field—education (L. D. Coffman-#5 and James L. Morrill-#11).

■ **Number of presidents with a law degree:** 2. Mark Yudof's LLD predecessor was Cyrus Northrop, a Yale alum. Yudof's degree is from the University of Pennsylvania.

■ **Number of interim or acting presidents:** 4—or 5, if you count the fact that Guy Stanton Ford served twice. The others: E.W. Ziebarth (between Moos and Magrath); Ken Keller (after Magrath and until Keller's own appointment as president); and Richard Sauer (between Keller and Hasselmo).

■ **Only native Minnesota:** Malcolm Moos (#10). He was also the first University of Minnesota graduate.

■ **Number of presidents who didn't have inaugurations:** 2 (Ford and Coffey) Marion Burton (#4) had what was called an informal inauguration.

■ **Number who retired after leaving**

**president's office:** 3 (Folwell, Ford, and James Morrill-#8)

■ **Only president to get married while in office:** Peter Magrath (#11).

■ **Only one to die in office:** Coffman (of a heart attack, in 1938)

■ **First president to sport a mustache-less visage:** George E. Vincent (#3).

■ **Only time the *Minnesota Daily* ever ran its own want-ad for U president:** April 17, 1967. With the search for a successor to O. M. Wilson seeming futile, the *Daily* inserted this tongue-in-cheek ad in its classifieds: "Wanted: Univ. pres., full or part time, no exp. nec. Call C. Mayo or O. M. Wilson, day or nite."

For a complete list of U presidents and their years of service, check the "Facts" Web site: <http://www.umn.edu/facts.html>. (Information taken from various sources in the U of M archives)

## New regents home page is up

The U's Board of Regents has a new Web site. Through it you can access current and past agendas and minutes, information on the regents, policies, and much more. To visit, check in at [www.umn.edu/regents](http://www.umn.edu/regents).

## Radar bird study aids wind turbine development

Steering clear of migrating birds is the objective of a U study that is using radar to track migrating flocks.

Documenting local and long distance migratory bird pathways in Chippewa, Grant, Lincoln, Lyon, Otter Tail, Pipestone, Redwood, and Swift counties, researchers from Duluth's Natural Resources Research Institute (NRI) want to discover just how it is that migrating birds choose their routes. Using marine surveillance radar, researchers count "tar-

gets" (birds showing up as blips on the monitor) from two hours before sunset to two hours after sunrise. Project leader JoAnn Hanowski says researchers see up to 1,000 birds a night.

Researchers hope to identify current migratory pathways as well as factors such as weather and landscape features that birds use to select these pathways. Wind energy developers and public officials will then use this data to expand the wind energy market in Minnesota without harming migratory birds.

## 52 will continue

Route 52 busses will continue to run for the 1997-98 year. Beginning July 1, Medicine Lake Lines will operate routes 52 F, H, K, and P under contract with the U. In an arrangement with the Metropolitan Council Transit Operations, routes 52 A, B, C, and L will also continue. All routes will continue to function identically to University-operated routes, including name, fares and fare cards, routes, stops, and schedules. For more information, contact Parking and Transportation Services at 626-7275.

## Relief floods to northern Minnesota

In response to the devastating floods that have ravaged the Red River Valley, some 70 U volunteers traveled to Crookston to help with clean-up efforts May 16-18. Among them was Carol Buskovich, associate administrator in Human Resources.



## Career planning workshops can be rejuvenating

Summer can be a great time to rejuvenate yourself and a great opportunity for some concentrated career planning.

Starting in July, the Employee Career Enrichment Program (ECEP) will offer a new, month-long, 10-hour workshop that will allow you to explore your career development with the same small group of staff for an entire month. We will cover some of same concepts as our other workshops (e.g., Creating a Meaningful Worklife, Campbell Interest and Skills Survey, Getting There, and Job Search Strategies) but in a more integrated way.

Career planning workshops like this offer several advantages:

■ Taking a workshop with the same group of people (a cohort) allows the group to build a greater rapport than can be developed in a one-shot workshop. This rapport leads to greater trust and the ability to discuss career goals more openly. A full career planning process takes time, effort, and a great deal of support. While taking a single workshop periodically is realistic and desirable for many people, a cohort model allows you concentrate your career development in a shorter time frame. You will also build a "team" that will serve as a source of emotional support, ideas, and resources that may continue long after the workshop ends.

■ Since the workshop continues over four weeks, there is an emphasis on action planning as well as self-assessment. As you move through the workshop, you will find the opportunity to try out some ideas or practice career planning activities. "Checking in" with your cohort each week can provide more incentive to take action now rather

than later.

■ The workshop schedule—from 11 a.m. to 1 p.m. each Thursday for four consecutive weeks—is designed to be as helpful as possible. Since part of the workshop takes place over the lunch hour, it may allow those who find it hard to be released from work for a two to three hour stretch to attend. And, with the time consistent each week, it may allow you to plan your schedule accordingly for that period.

Below you will find ECEP's summer schedule—including some of our regular offerings as well as our new cohort workshop. Please consider a summer career rejuvenation. As always, if you have any questions, want more information, or want to register for any workshops, please contact our staff by phone at 627-4033 or visit our Web site (a recent winner of the Gutenberg Award for the best career-related Web site) at <http://www.umn.edu/ohr/ecep/>.

### Myers-Briggs Type Indicator

Take the MBTI: July 8, 9-10 a.m., 210 Donhowe

Interpret the MBTI: July 15, 9-11 a.m., 210 Donhowe

### Creating a Meaningful Worklife

June 24, 9 a.m.-noon, 145 Classroom Office Building, St. Paul campus

### Four-Week Career Planning Class

July 17, 24, 31 and August 7, 11 a.m.-1 p.m., 210 Donhowe

### Job Search Strategies

August 14, 1-4 p.m., 210 Donhowe

### Getting There

August 20, 10 a.m.-noon, 210 Donhowe

—Barbara Krantz Taylor

## Around the U

## Summer at Northrop: a musical tradition for 42 years

When the jazz ensemble Departure Point begins to play on the Northrop Plaza at noon on the first day of summer session (Tuesday, June 17), it will be the first of 22 free outdoor summer concerts. It will also extend a tradition that spans more than four decades, one that became part of the Twin Cities campus summer landscape in 1955.

"People look forward to these outdoor performances summer after summer," notes Jack Johnson, director of summer session. "They provide occasions for students, faculty, and staff to gather together and be wonderfully entertained."

The 1955 summer session catalogue's events calendar announced a concert by the Summer Session Symphony Orchestra with Robert Anderson conducting; An Evening of Magic; a piano duo; and several lectures by distinguished guests. The number and variety of events multiplied during the next decade, reaching a milestone in 1966. That summer the University of Minnesota and Minnesota Orchestral Association—whose

Minneapolis Symphony Orchestra (now Minnesota Orchestra) then resided at Northrop Auditorium—entered into a new agreement. In extending the musicians' contract four weeks, the orchestra became available to the University as a teaching instrument. This benefited the educational structure of summer session, but it also began providing a grand concert by the full orchestra for the following summers.

By 1974 the Department of Concerts and Lectures, which today presents the Northrop dance and jazz seasons, had begun booking and directing summer session's entertainment programming. Its panoply embraced a combination of free and ticketed events for which students could always get a free ticket with their I.D. and fee statement.

"Under the direction of the summer session student advisory committee, we've gradually shifted the emphasis to free concerts and developed a focus on music from all over the world," says Dale Schatzlein, director of the Department of Concerts and Lectures. "With performances that this summer will range from contemporary Latino music with Caribbean accent to contemporary South American music from Ecuador and Afropop from East and South Africa, we hope some people will make musical discoveries that complement their educational experience."

—Linda Brandt

## 1997 Summer at Northrop

Free outdoor concerts at noon on Northrop Auditorium Plaza

Tues., June 17 — Departure Point  
Jazz in the Art Blakey tradition

Wed., June 18 — Motion Poets  
Original jazz: fierce-burners to pensive ballads

Fri., June 20 — Way Up North  
Celtic quartet with bagpipe magic

Mon., June 23 — Ingapirca  
Contemporary South American music from Ecuador

Wed., June 25 — Cedar Avenue Big Band  
Modern Big Band swing

Fri., June 27 — Prudence Johnson  
Hot, hip hour of cool vocals

Mon., June 30 — Bernie Edstrom Quintet  
A feast of contemporary jazz

Wed., July 2 — Machinery Hill  
A hootenanny of Celtic and American folk music

Mon., July 7 — Tim Sparks and Friends  
Distinctive guitar with multicultural edge

Wed., July 9 — Karibuni  
Afro-pop from East and South Africa

Mon., July 14 — Minneapolis Pops Orchestra  
Light classical favorites

Wed., July 16 — Lawrence Ferrara  
Maestric, classical solo guitar

Thurs., July 17 — Minneapolis Gospel Choir  
Soul-stirring vocals

Mon., July 21 — Cuadro Flamenco with Susana di Palma  
Dance and music of southern Spain

Thurs., July 24 — Summit Hill Brass Quintet  
Sparkling Americana fare

Mon., July 28 — Mallet Workshop  
Marimba, xylophone, glockenspiel from France

Wed., July 30 — Kate McKenzie Trio  
Bluegrass, country, and sweet harmonies

Wed., Aug. 6 — Hispano  
Contemporary Latino music with Caribbean accent

Mon., Aug. 11 — Roybayat  
Original Persian music

Wed., Aug. 13 — Cliff Brunzell Jazz Quartet  
Jazz violin playing standards and bop

Thurs., Aug. 14 — Bomba  
An explosion of salsa/Latin jazz

Mon., Aug. 18 — Urban Renewal  
Bluegrass for the '90s

In case of rain, events will be held inside Northrop. Call 624-2345 for further information.

# June calendar



To find out more about U happenings, stop by the online events calendar at <http://events.tc.umn.edu>.

## SPECIAL EVENTS

### Tues., June 3

■ **1997 American Indian Medical School Graduation**—Showing of the award-winning film *Looks Into the Night* directed by local filmmaker Lorraine Norrgard. After the film, American Indian physicians and medical students will discuss their perspectives of medical school. 7 p.m., Mayo Memorial Auditorium. Sponsored by the Center of American Indian and Minority Health and the U Medical School. For more information contact Staci Drouillard at 626-2075 or send e-mail to [droui001@maroon.tc.umn.edu](mailto:droui001@maroon.tc.umn.edu).

### Thurs., June 19

■ **Raptor Fest '97**—The Raptor Center's major fund-raising event of the year includes hors d'oeuvres, auction, live raptor exhibit, and guest celebrities. 6–9:30 p.m., Lafayette Club, Lake Minnetonka. Tickets \$35 (\$15 tax deductible), corporate tables seating 10 available for \$300. Call 624-4745 to order tickets.

### Thurs., June 26 & Sat., June 28

■ **"Moi"**—An Evening with Marsden Hartley and Gertrude Stein. The evening begins with a short slide-lecture, then moves to the exhibition galleries, where actress Claudia Wilkins portrays Stein in an original piece. 7:30 p.m., Weisman Art Museum. Admission, including post-event refreshments, \$5 (\$3 Weisman members). Tickets are available in the Museum Store; call 625-9495.

### Sun., June 29

■ **Guided Tour of the Arboretum's Restored Prairie**—*Baptisia alba* is the featured bloom on the season's first tour. Meet in prairie parking lot. Free with regular paid gate admission. 1–2 p.m., Landscape Arboretum. FFI: 443-2460, ext. 5.

## EXHIBITS

### Weisman Art Museum FFI: 625-9494

■ **Organic Matters: Ikebana Master Kosen Ohtsubo**—Ohtsubo combines the traditional aesthetics of Ikebana with the use of non-traditional organic material to create radical and often amusing installations. Through June 3.

■ **Marsden Hartley: American Modern**—Marsden Hartley (1877–1943) is one of the most important artists from the American early modern period and a key member of America's first artistic avant-garde. The Weisman holds the largest number of Hartley's works, and this retrospective will be drawn entirely from the museum's rich collection. Opens June 5 and runs through August 31.

■ **Reinstallation of the Weisman Permanent Collection**—This reinstallation marks the first major change in the museum's Julie and Babe Davis Gallery since the museum's opening in 1993.

### Bell Museum of Natural History FFI: 624-7083

■ **"Art of the Wild"**—In celebration of the Bell Museum's 125th anniversary, this exhibition looks at the museum's long history of combining art and science to inspire better understanding of the natural world. Opens May 31 and runs through August 31.

### Tweed Museum of Art, UMD FFI: (218) 726-7056

■ **1997 Tweed Contemporary Artists Series**—An exhibition of 22 artists from Minnesota's seven-county Arrowhead region and a three-county region of northwestern Wisconsin. Most works will be for sale. Through July 31.

### Goldstein Gallery FFI: 624-7434

■ **Design Unveiled: 1997 Senior Design Show**—Original and innovative work by up-and-coming designers in costume, graphic, and interior design. Opens June 1 and runs through June 15.

## FAMILY ACTIVITIES

### June 8, 15, 22, & 29

■ **Greenlink Family Station**—Informal program includes hands-on activities in various Arboretum gardens. Noon–3 p.m., Landscape Arboretum. FFI: 443-2460.

Send calendar items by fax: 624-6369; by e-mail: [urelate@gold.umn.edu](mailto:urelate@gold.umn.edu); by mail: Kiosk, University Relations, 6 Morrill Hall. Deadline for July's calendar is June 9.

## MUSIC

### Sun., June 1

■ **U of M Jazz Combo IV, V, and VI**. Scott Wright conducts. 1 p.m., Ferguson Recital Hall. Free.

### Mon., June 2

■ **U of M String Chamber Ensembles**. 8 p.m., Ferguson Recital Hall. Free.

### Tues., June 3

■ **U of M Symphonic Wind Ensembles and Chamber Singers**. Craig Kirchoff and Thomas Lancaster conduct Witold Lutoslawski's *Trois poems d'Henri Michaux*. 8 p.m., Ted Mann Concert Hall. Free.

### Wed., June 4

■ **String Solo Gala**. 2:30 p.m., Ferguson Recital Hall. Free.

■ **University Band and U of M Symphonic Band**. 8 p.m., Ted Mann Concert Hall. Free.

### Fri., June 6

■ Metropolitan Boys Choir, U of M Symphony Orchestra, and U of M Women's Chorus. Keith Clark conducts and Kathy Saltzman Romey directs Mahler's *Third Symphony*. Featuring contralto soloist Glenda Maurice. 8 p.m., Ted Mann Concert Hall. Free.

### Tues., June 17

■ **Summer at Northrop** opens with jazz ensemble Departure Point. Noon, Northrop Mall. Free. (For more information on the series, see story, page 7)

## LECTURES, WORKSHOPS & CONFERENCES

### Sun.–Fri., June 1–6

■ **"And Justice For All: The Controversial American Legal System"**—This week-long conference explores aspects of the American legal system. The experience concludes with a visit to a trial in progress. Sponsored by Minnesota Elderhostel, an educational program for people 55 and older. Participants will stay at the Regency Plaza Hotel, Minneapolis. For registration information contact Margie Woodhouse at 593-1117.

### Mon., June 2

■ **"Teaching Anti-DNA Antibodies New Tricks"**—Lecture by Mark Radice, from Allegheny University of Health Sciences, noon–1 p.m., C-231 Todd Amphitheatre, Mayo Memorial Building. Sponsored by the microbiology department. Free. For more information contact Tammi Brusegaard at 624-6190 or send e-mail to [tammi@lenti.med.umn.edu](mailto:tammi@lenti.med.umn.edu).

### Tues., June 3

■ **"Biomechanics of Running and Sprinting Gait"**—Tom Novacheck, of St. Paul's Gillette Children's Hospital hosts this seminar. Refreshments served beforehand. 3:30 p.m., 108 Mechanical Engineering. Free. For more information contact Doreen Gruebele at 625-8440 or send e-mail to [doreen@email.labmed.umn.edu](mailto:doreen@email.labmed.umn.edu).

### Wed., June 4

■ **Propagation Techniques Clinic**—11 a.m.–noon, Landscape Arboretum. Free. Register by mail. FFI: 443-2460, ext. 4.

### Wed., June 11

■ **Democracy in Deadlock: The Social Security Stalemate**—This conference features renowned national and local experts and opinion leaders on Social Security reform. Sponsored by the Humphrey Institute Policy Forum and American Express Financial Advisors. Humphrey Institute Cowles Auditorium, 8 a.m.–5 p.m. For further information, call 625-2530 or e-mail [twehman@hhh.umn.edu](mailto:twehman@hhh.umn.edu).

### Thurs., June 12

■ **"After Hartley: A Conversation with Three Painters"**—Patricia McDonnell, Hartley scholar and curator of *Marsden Hartley: American Modern*, discusses Hartley's impact with two Twin Cities-based artists who acknowledge a debt to him. 7 p.m., Weisman Art Museum.

### Tues., June 17

■ **The Ecology of the Mississippi River**—Beginning with the geological origins of the Mississippi River Valley, Lyndon Torstenson, national park ranger for education, discusses the ecosystem of the Mississippi watershed. 12:15 p.m., Weisman Art Museum.

### Thurs., June 19

■ **Sexualized Landscapes: Walt Whitman, Marsden Hartley, and Radical Modernism**—Art historian Ruth Bohan discusses Hartley's admiration for Whitman. Chair of the department of art history at the University of Missouri-St. Louis, Bohan is writing a book on Whitman's legacy in early 20th century visual arts. 7 p.m., Weisman Art Museum.

### Tues., June 24

■ **From Moccasin Prints to Civil Engineering: People in the Mississippi River Gorge**—David Wiggins, program manager for the Minnesota Historical Society's St. Anthony Falls Interpretive Program, focuses on human interactions with the natural landscape along a unique section of the Mississippi River. 12:15 p.m., Weisman Art Museum.

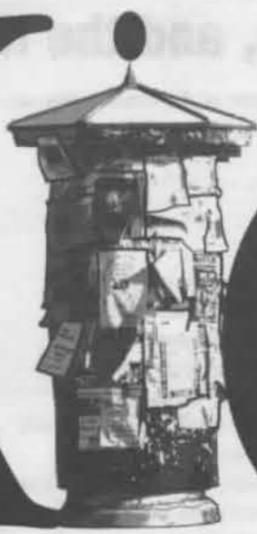


Adelard, the Drowned Master of the "Phantom," by Marsden Hartley.

**In this issue:**

- Trends to watch, page 2
- A U prof talks from Hong Kong, page 6
- Summer reading, page 7

# Kiosk


<http://www.umn.edu/urelate/kiosk/>

## Salaries, contracts top P&A concerns

**"A quiet group forever" speaks out**

**P**&A employees always figured that what was good for the faculty was good for them. This year, they say, it didn't turn out that way.

"We've been a quiet group forever," says Jerry Rinehart, director of the undergraduate studies program in the Carlson School of Management and last year's cochair of the Academic Staff Advisory Committee (ASAC). But the news that faculty would get salary increases averaging 8.5 percent and most P&A people would get only 2.5 percent set off an uproar.

In the years when faculty got no increases or small increases, he says, P&A people similarly got little or nothing, and nobody complained much. "We were getting the same that faculty were getting, and we trusted that the system was going to work for all of us. Without a clear warning or any consultation, that just changed. A lot of P and A's are really quite upset."

Concern about salaries has underlined another big concern for P&A staff: a move toward annual appointments. The knowledge that they have no job security beyond a year's contract has left many of them feeling vulnerable. Not being included in the faculty salary increases hasn't helped their morale.

The P&A (professional and administrative) class was created in 1981 as a category in between faculty and civil service. Librarians and extension educators were the two big groups in the beginning.

Since then, the class has grown and has become widely diverse. Some jobs are similar to faculty jobs, others similar to civil service. In addition to a group of top administrators who also hold faculty tenure, the class now includes attorneys, physicians, academic advisers, psychologists, human resources consultants, research fellows, fund raisers, cura-

*continued on page 4*

## Dear Mr. Yudof. . .

As Mark Yudof's presidency got under way in July, Kiosk asked several faculty and staff what they would suggest he put at the top of his agenda this first year. Although some declined to advise, others were very forthcoming and insightful. Here's what we heard.

### Motivate and reward staff, too

I would advise President Yudof that the recent news regarding the success of securing a faculty raise was greeted with enthusiasm. It is acknowledged that the size of the faculty raise is a step toward the competitiveness required to retain and attract quality faculty.

However, at the same time we received this encouraging news, AFSCME contract negotiators reported to union-represented employees that the University has offered a 0.5 percent pay increase for 1997 and a 0 percent increase for 1998. There must be a more effective way to motivate, retain, and attract quality employees.

*Judy Weber, senior secretary  
Professional Development & Conference Services  
University College*

### Build trust and collegiality

I am tempted to say that the first thing on his agenda should be not to listen to all the advice being thrown at him. He is experienced enough in leadership situations. Maybe it is best that he look at the local situation in his own perspective. Given our history of the last year, though, I do see an urgency for building trust and collegiality among the regents, the administration, and the faculty. Without such, all else will be futile. Should this be in the top of his agenda in his first year? I think Mr. Yudof is wise enough to decide.

*V. Rama Murthy, professor  
Geology and Geophysics*

*continued on page 3*



Photo by Tom Foley

## Small is beautiful: bugs at the Bell

Lexy Millett, from the Bell's Tropical Rainforest summer day camp, is one of dozens of children who have learned about life among the littlest creatures through the Bell Museum's Beautiful Bugs exhibit. For the story, see page 6.

## Consensual relationships policy: an update

**W**hen the University Senate passed a policy on sexual harassment and consensual relationships May 15, the vote was almost unanimous and no dissenting opinions were heard (July Kiosk).

It turns out the issue is more controversial than it seemed. The policy will not go into effect unless it is approved by the regents.

Nils Hasselmo, a few days before the end of his presidency, declined to

endorse the policy. His administration asked for the sexual harassment and consensual relationship policies to be separated and offered a revised version of the consensual relationship policy. The issue was placed on the regents' docket for July.

Faculty leaders objected to the substitution of a rewritten policy for the one the senate had passed. At the request of the Faculty Consultative Committee, President Mark Yudof pulled the item off the regents' docket in order to allow for more consideration. The issue will be brought back to the regents in the fall.

■ **Mark Yudof** became the University's 14th president July 1. Plans are in progress for an inauguration in October. "I've been in office for 10 days, and I'd like to report that I've successfully found my way to work on nine of them," he said July 10. "There's been no physical violence, no demonstrations, and only one Texas-style tornado."

Yudof and his wife, Judy, sold their house in Texas and expect to move into Eastcliff after painting and renovation are completed this month. They are now staying in a high-rise apartment near the Mississippi River.

■ The new chair of the Board of Regents is **William Hogan II**. Hogan was elected on the fourth ballot after chair Tom Reagan withdrew from consideration for another term. "I think for the good of the University I should withdraw so that we can get on with the business of choosing a new leader," Reagan said. Patricia Spence was elected vice chair.

■ **Yudof and Hogan** presided at their first regents meeting July 10. Action on the 1998 budget topped the agenda. The meeting was fast-moving, with no controversy. Hogan said the board is "going to do some things differently" and will be "a more executive board," leading and not managing. "This board stands ready to nurture a university," he said.

■ **The budget was approved.** Yudof called it "a good solid budget" and said, "I'm particularly pleased with the size of the faculty raise. It's critical to keep that going in the future." Regent Reagan said his goals as chair were to stabilize tuition and improve faculty salaries, and this budget does both. "It happened because we had a surplus, let's face it," he said, but "it makes me feel good."

■ The goal to be in the **top five public universities** is reachable, Yudof said, "We're not that far from the top five right now." It will be important to pick out areas to emphasize, he said, but they must not be too narrowly defined. The tendency is to pick out areas that were "yesterday's winners," he said.

Among the areas that interest him: digital technologies, liberal arts and sciences and humanities, molecular biology and microbiology, systems engineering, and K-12 education.

■ A new approach may be needed for the **deferred maintenance problem** on the Twin Cities campus, Yudof said. His idea is to divide the campus into zones and "think about how we make one zone right." He proposed starting with the Northrop mall area, both north and south. The goal would be to be ready for the University's 150th birthday in 2001.

Another idea from Yudof: "We might embark on a radical campaign of cleaning up the campus."

■ **Slimming down the bureaucracy** continues to be one of his goals, Yudof said. Reorganization has been handled humanely, he said. "No one has been fired. No one has been laid off. We will find places for people."

## Summertime, and the livin' is detoured....

**Q:** Do you know the purpose of the construction area on the plaza between Nicholson, Jones, and Williamson Halls?

Steve Osthus, principal secretary  
Dept. of Extension Classes

**A:** A road project and a renovation of both Williamson Hall and the plaza are under way, according to Facilities Management staff. The road, which will extend Pillsbury Drive to connect Pleasant Street to Church Street, will be used only by University service vehicles. The re-landscaped plaza will include the road's turnaround space. In addition to the road, a new bike path and sidewalks will provide cyclists and pedestrians with a streamlined route between the Pleasant/Pillsbury area and Church Street. Meanwhile, Williamson's roof is getting waterproofed and its escalators, restrooms, and cooling system are being upgraded. The \$6.4 million project is expected to be completed in November.



Photo by Tom Foley

Pillsbury Hall stands watch over the renovation that will result in a re-landscaped Williamson Hall plaza and a limited-access drive connecting Pleasant Street to Church Street.

## Trend Watch

*This month Kiosk begins a column that takes a brief look at what's going on in the greater world of higher education, and the issues, trends, and events that may affect the U.*

○ **Small, private Midwestern liberal arts colleges** are going all out to recruit students, says an article in the June 22 *New York Times*. Faced with a population decline, a "comparison shopping" approach to higher education, and the prospect of distance education, schools are taking some aggressive and unusual approaches to net students. Recruiting from among immigrants, discounting tuition, and coming up with special attractions are among the lures. Among the trendiest: Storm Lake, Iowa's Buena Vista University, where a dazzling multimillion-dollar underground complex of classrooms and student services is an "academic wonderland," says the *Times*.

○ **The University of California is an "academic world in turmoil"** following the system's 1995 ban on affirmative action, says the June-July issue of *Lingua Franca*. UC's policies, which forbid using "race, religion, sex, ethnicity, or national origin" as criteria for admission, hiring, and contracting, have "turned admissions offices upside down," and generated suspicion and turmoil among UC officials, faculty, and students. Moreover, the article says, the system has become a "national test case for the dismantling of affirmative action." Whether peace can be restored may be up to two new chancellors who take over this fall, one of them at Berkeley: Robert Berdahl, president of the University of Texas, Austin—and Mark Yudof's former boss.

○ **Survey results from a UCLA study** of 384 colleges and universities in the fall and winter of 1995-96 revealed that minority professors accounted for about 10 percent of the professorate—up from 9 percent in 1989. By comparison, says the report in the June 20 issue of the *Chronicle of Higher Education*, 13 percent of doctorates awarded in 1995 went

to members of minority groups. But, the *Chronicle* continues, minority scholars were more likely to be squeezed into nontenure-track positions. Minority scholars also said they continued to be troubled by subtle discrimination, such as seeing their work devalued because it focused on minority issues, says the *Chronicle*. The report, "Race and Ethnicity in the American Professorate, 1995-96," was published by UCLA's Higher Education Research Institute, Graduate School of Education and Information Studies, in June.

○ **The amount of money states spend on colleges** has little relationship to how well those colleges perform, according to a report released in June by the California Higher Education Policy Center and cited in the June 27 issue of the *Chronicle of Higher Education*. Conducted over two years, the study looked at postsecondary education in California, Florida, Georgia, Illinois, Michigan, New York, and Texas, to find out the strengths and weaknesses of various college systems. Other findings: states' needs were well-served by the federal college systems of Illinois and Texas, which have statewide coordinating agencies overseeing campuses that have their own governing boards. Georgia, where a Board of Regents is in charge of the state's universities and colleges, also does well at balancing the public interest with the institution's professional values. But college systems that lack such coordination pay more heed to their own interests than to the state's. The result is high tuition and limited access.

○ **The hottest commodity these days may be knowledge**, says the *Boston Globe*, in an article reprinted in the June 26 *Star Tribune*. In fact, the University of California at Berkeley named the country's first distinguished professor in knowledge in May with a \$1 million donation from Xerox Corp. Meanwhile, more than 40 percent of Fortune 500 companies have named knowledge officers or put knowledge management programs in place. Intended to address our information overload, the trend is getting mixed reviews, says the *Globe*: Some say we need navigational help in getting through a deluge of unsorted information; others are nervous about treating knowledge like any other commodity.

## Letters

### The host: U of M Women's Club

Happy as we were to see the picture from the Pat Hasselmo Day celebration in your FYI column of *Kiosk*, July 1997, may we offer an important clarification?

While the May 28 "high tea" took place in the lovely facilities of the Minneapolis Women's Club building, it was given by our own UNIVERSITY OF MINNESOTA WOMEN'S CLUB (UMWC), a group of which Mrs. Hasselmo is an honored member. Since our club's committees worked long and creatively to make this gathering a joyous occasion, we would like to see them properly recognized—without confusing our name with that of another organization.

Sincerely,  
Janet M. Weiss  
President, UMWC

*Kiosk* welcomes letters to the editor and opinion pieces. To be considered for publication, opinion pieces should be between 250 and 500 words, and letters should be under 150 words. Send copy and disks to *Kiosk*, University Relations, 6 Morrill Hall, via campus mail, or e-mail us at [urelate@gold.tc.umn.edu](mailto:urelate@gold.tc.umn.edu).

## Reflections on the tenure debate

Many people have asked what lessons can be learned from the tenure debate, so in my closing days as FCC chair, I pause to reflect on that experience.

First, we learned that the faculty can work together very effectively. When the chips were down, many people joined in: phone calls were made, meetings were held, e-mail messages flew, op ed pieces were written. After the regents unveiled a proposed code at Morris on September 5, the spontaneous outpouring of faculty effort was unparalleled. An organizing drive gathered signatures for a collective bargaining election, which gained valuable time for the tenure issue to be resolved. I think we can all take pride in the political efficacy of the faculty this year.

Second, the U of M faculty learned that it has many friends outside the institution. The higher education community responded vigorously—from the AAUP

with its financial resources, to the faculty senates around the country that passed formal resolutions of support, to the individuals who sent outraged letters to the Board of Regents. The academic community most emphatically did not regard the Morris document as "right down the fairway" as the Board's consultant labeled it. The local media devoted much news coverage and editorial space to the tenure issue, which allowed faculty the opportunity to explain its complexities. This coverage in turn mobilized public opinion against the regential proposal. I found that I could not go to any social event without people asking me about tenure. And key legislators told the board in no uncertain terms that a tenure debacle was not what they had in mind when they asked for reform. We need to express our gratitude to all of these people and organizations who stood by us in this crisis.

My third reaction is one of frustration because the whole tenure debate was

totally unnecessary. The moderate changes that were enacted surely could have been produced through the normal channels without the "sturm and drang" we experienced. We lost an entire year, a year when other important issues were simply shoved aside as we concentrated on survival. While procedures for dealing with the substandard performance of a few faculty perhaps needed streamlining, a far larger problem is how to attract and retain productive faculty. And there was simply no time to deal with that or other pressing problems. I feel that we must work hard to make up for lost time and to restore the University's reputation as a leading institution.

So I leave office with some mixture of pride, gratitude, and frustration, but also great relief that the year is finally over.

—Virginia Gray

Virginia Gray, political science professor, finished her term as FCC chair June 30.

## CIVIL SERVICE COMMITTEE

### Open forums on civil service rules scheduled for fall

If you're wondering whatever happened to the civil service rules review, you can find out at open forums, which will be held just this fall. As of mid-August, check out the first draft of proposed rule changes on the Web (Office of Human Resources home page at <http://www.umn.edu/ohr>). This fall's open forums are your opportunity to address the proposed rule changes—and others you would like considered—before they are submitted to the president.

After consultation with the Office of Human Resources and Civil Service Committee, the president will make final recommendations to the Board of Regents.

Just a few highlights of proposed rule changes thus far:

One frequently heard question is, "Whatever happened to vacation payout for staff earning maximum?" This issue is definitely on the docket. Other recommendations are to streamline processing of job evaluation questionnaires and lengthen the appeal period, increase flexibility for the amount paid for salary augmentation, extend sick leave to include care for siblings, and continue the vacation donation program.

Changes at the University are happening rapidly. Among those affecting each of us are the centralization, decentralization, and in some cases, recentralization of human resources personnel and functions; the impending total switch to biweekly payroll; online job requisitions; and expansion of human resources services available on the Web. Some civil service rules have already been reworded as appropriate, but changes on the horizon promise to keep us busy writing and

rewriting. Other rules have been revised for simplification and clarification only.

Still other rules are meant simply as guidelines, allowing flexibility in interpretation so that employees and supervisors can work together for the good of the entire unit. For such rules, we plan to provide an electronic link to an interpretation manual on the Web. This manual will define the intent and any formal interpretations made by the Civil Service Committee. The Office of Human Resources will use these interpretations to resolve differences of opinion.

Feel free to contact the Civil Service Committee at any time. We welcome your comments and suggestions about old or new rules. Watch for detailed announcements of the open forums this fall in campus publications and on the Civil Service Committee home page (<http://www.socsci.umn.edu/civilser>).

—Mary Jane Towle  
Chair, Civil Service Rules Subcommittee

## Dear Mr. Yudof

continued from page 1

### Help redefine the University

A big issue is helping redefine a knowledge-based world and workplace—as periodic learning becomes continuous learning, as technology moves from cold and impersonal to warm and interactive, and as universities move from being places to which people come, to becoming lifelong networks and points of connection.

Ann Pflaum, associate dean  
University College

### Provide guidance on how to do more with less

What is plaguing many of us is that we are doing more under conditions where staff support is eroding, seriously taking away time for research and involvement with grad students.

We also seem to have had an exponential growth in numbers of committees and administrators to call for meetings. How can we do it all and do it well? What do we give up, if anything? We need someone to guide us.

A secondary thought: If someone with tenure teaches a basic required course poorly, the students suffer. If we assign the course to a good teacher/researcher, the poor teacher is rewarded by having more time to research, and the good faculty suffers because of less time for research. How do we solve this problem?

Ted Labuza, professor  
Food Science and Technology  
Department of Food Science & Nutrition

### Address market parity for all

With 4,500 employees, the civil service staff is one of the University's largest constituencies. We hope President Yudof will address our shared concern for market parity in compensation and benefits without increasing our balkanization into competing employee groups.

We look forward to working together to increase market parity in compensation for all employee groups, to provide a flexible benefits plan, and improve our retirement plan.

Mary Yamashita, principal secretary  
Office of the General Counsel  
Member, Civil Service Committee

### Streamline us

Bold moves will be needed to streamline decision-making, eliminate bureaucracy, decrease paperwork, and avoid duplication while moving us into the electronic age. He will have to facilitate personnel changes where there is redundancy or resistance to change and innovation. All the people of Minnesota will need to be re-enfranchised with our university. Finally, he should closely monitor the development of University of Minnesota Physicians and the implementation of the Fairview-University merger, providing encouragement and support where needed. Welcome, Mr. President.

William Jacott, associate professor and head  
Family Practice and Community Health

# Kiosk

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The purpose of Kiosk is to contribute to a sense of community among University of Minnesota faculty, administrators, and staff by providing information on current, upcoming, and ongoing issues relevant to major institutional decisions; providing a forum for dialogue among administrators, other governance structures (e.g., Senate, P&A Advisory Committee), and faculty/staff; providing information on the regional and national events affecting our community; visibly honoring the work, lives, and accomplishments of faculty, staff, and administrators; providing information, such as professional tips, that will help the work of faculty, staff, and administrators; and adding to accessibility of other information available via Gopher, electronic bulletin boards, and newsletters.

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tors, cartographers. Also included are those with catchall titles such as coordinator, program director, and assistant to. The latest count from administration shows 2,601 full-time P&A employees in April 1996, up from 2,039 in April 1990. Faculty numbers have gone in the opposite direction, from 3,220 in 1990 to 2,963 in 1996. (Even with the loss of 3,000 hospital jobs, the two largest groups are still civil service at 4,174 and bargaining unit at 5,002.)

Not counted in the total for P&A are 125 staff members with continuous and probationary appointments that are comparable to faculty tenure.

The 8.5 percent for faculty salary increases in 1997-98 represents the first step in a three-year plan to make salaries more competitive in the academic marketplace. The three-year goal is to raise salaries to the median level of *Change* magazine's top 30 universities.

"This is a deserved compensation plan for the faculty," says Cynthia Scott, assistant academic adviser in the College of Liberal Arts and the other ASAC cochair last year. "We don't want anyone to perceive that we are saying the faculty shouldn't get this. They should." What troubles P&A staff, she says, is that "we feel we sat through all those years when faculty got no compensation and we got none either."

Some P&A employees have talked about filing lawsuits or grievances, and some individuals may still pursue one of those routes. The ASAC has decided to concentrate on getting included in the

second and third years of the three-year plan.

President Nils Hasselmo made a commitment to the P&A group that a market study would be conducted, and "we want to make sure that that commitment is not lost" in the Yudof administration, Rinehart says.

Faculty increases are based on a market study, and P&A and civil service increases will also be market-based. "That's not always going to be good news for people. Some might be above market. But if that's the ballgame, at

**"...we trusted that the system was going to work for all of us. Without a clear warning or any consultation, that just changed."**

least we'll know what the rules are," Rinehart says.

"The administration has said publicly that it wants to move all employee groups toward the average of their

appropriate market within the next three years," says associate vice president Carol Carrier. "With the faculty we have taken the first step to doing that."

Funding for the faculty increases came from the 1997 legislature. Where will the money come from for increases next year for P&A? "I can't say what the funding source would be, but the University intends to make good on its commitment," Carrier says.

A major problem with P&A is that "the University does not have adequate salary comparison data to determine who is on and who is off market," Carrier says. "There are not necessarily immediate obvious matches of job families or jobs." The catchall titles like coordinator and program director are especially difficult.

In sorting out the issues and planning a study, she says, "our hope is that we will have a very productive partnership with the Academic Staff Advisory Committee." Kaye Aho, assistant director of compensation, is working with the ASAC on a study.

Next to salaries, the biggest concern for P&A staff is lack of job security and a move to annual contracts. Most P&A employees are on one-year contracts. Depending on length of service, they are entitled to anywhere from a month's to a year's notice that their contract will not be renewed.

"More and more we are seeing our continuous or fixed-term appointments going by the wayside," Scott says. The move toward annual contracts may be a decentralized one, with the decisions made at the collegiate level, she says, but "when you get 20 deans doing it, the effect's the same."

P&A people feel they have less job security than any other group. "We're well aware that it is possible for civil service people to be laid off," Scott says, but civil service people have some protections that P&A people don't. "We feel vulnerable in tight budgetary times."

Carrier says it is a widely held perception that P&A people are being moved to annual contracts. "I can't document that that is the case," she says, but "my impression is that it is true."

Annualization may be "a great budget tool" for administrators who want flexibility, but "it doesn't do a whole lot of good for morale," says Craig Johnson, curator and coordinator in the College of Architecture and Landscape Architecture and new chair of the ASAC.

"Many of us have to make difficult decisions. That can upset people," he says. P&A people often feel that an annual contract "somewhat puts them in jeopardy to do their job well."

Everybody would agree that it isn't good for the University if P&A people are feeling unappreciated and insecure. "The P&A category is absolutely essential to the functioning of this University," Carrier says. "We need to say that and celebrate that and be really clear about that."

—Maureen Smith

## My choice: civil service

by Maureen Smith

I have been a civil service employee at the U for almost 30 years. Now, if I want to, I can switch to P&A. I don't think I'm going to do it.

Most people would say the big plum for P&A staff is being included in the faculty retirement plan. Another advantage is long-term disability coverage. The big reasons for staying in civil service are better vacation benefits and somewhat greater job security.

I wanted to make my decision based on as much information as I could gather, so I met with human resources consultant Mike McGlynn and benefits counselor Vic Fickling. Both of them were very helpful.

How employees respond may depend on how they perceive their standing in their departments, McGlynn told me. Some take it as a great compliment. Others see it as a setup, a chance for their departments to give them a one-year contract and not renew it.

For me it was an offer I appreciated, but I don't care that a P&A appointment, to some, may carry more prestige. I just wanted to make the choice that made the most sense.

I do like the job security of civil service. Nobody at the University has real job security except tenured faculty, but I have seniority and bumping rights. If I switched to P&A, I would lose all that seniority. At the end of a year's contract, I could be given one month's notice and not be renewed.

The big surprise is the retirement picture. On the face of it, the faculty plan

is better. Civil service people are covered by the Minnesota State Retirement System (MSRS). The University pays 4 percent and the employee 4 percent. For faculty and P&A, the University pays 13.5 percent and the employee 2 percent.

It's a no-brainer, one of my friends said. I should get in on the faculty plan. But it turns out that for a long-term employee like me, I'm probably better off staying in MSRS.

The two retirement plans are completely different. The faculty plan is a defined contribution plan. People make their own investment choices, build up as much money as they can, and receive the investment return or buy an annuity with the amount they have at retirement. MSRS is a defined benefit plan. Retirement benefits are based on years of service and "high five" salary (the average salary in the five best years).

The 1997 legislature improved the formula, so that someone who retires at 65 will get 1.7 percent of the "high five" salary for every year of service. People who retire earlier under the Rule of 90 (with age and years of service totaling 90) will get 1.2 percent for the first 10 years of service and 1.7 percent for all years beyond 10.

If I wanted to retire when I reach the Rule of 90, I'd get about \$24,000 a year, not counting what I've put into the optional retirement plan or what I'll eventually receive in Social Security. Depending on what kind of investment return I think I could get, it would take a few hundred thousand dollars to generate that much income. The longer I work, the better off I'll be.

I could move to P&A and stay in MSRS, but then I wouldn't see much point in moving. I think I'm happy where I am.

## P&A to civil service: a transition

by Mary Shafer

A little over a year ago I received notice that my P&A annual appointment would not be renewed.

Having worked at the U for nearly 12 years, I was given a year's notice. This year-long notice period, earned after 10 years of service, is as much job security as a P&A on an annual renewable appointment can get. Although it falls far short of tenure, it does comfortably preclude spontaneous dismissal. It's a nice cushion.

Still, the impersonal nonrenewal letter itself stung. "...This extension is given to provide you with the appropriate notice period and does not constitute a new appointment... Ouch. No matter what the circumstances, I'd guess anyone would need to take at least some of that year to—well—get over it. To reflect, plan, and rethink priorities. I was grateful to have the time.

There are certain tangible choices to make. One is whether to take the U's buyout package, which offers you a week's salary for every year you've worked at the U, if you choose it within 60 days after you receive notice. Another is whether to go after another P&A position. As someone who's been given notice, you can be hired for such a position without a search, a potentially attractive benefit to both you and your potential employer.

In my own case, I chose neither. Instead, I was fortunate to be offered a job I like, working with collegial and supportive colleagues, under conditions that suit me well. My job today is a civil service position.

Still, I felt terribly resistant to surrendering my P&A status, however tenuous its conditions. Partly for those retirement benefits—which I hadn't known I could continue until the Human Resources folks spelled it out for me—and partly because, to my way of thinking, at least, P&A offers greater freedoms and fewer constraints. I am not used to thinking in terms of overtime, for example. Or accumulating sick days. And I liked the P&A designation. Giving it up meant relinquishing part of how I had defined myself for a dozen years.

Now, my transition year just ended, I am aware of this experience as both loss and gift. If it were up to me, I suppose I'd still prefer that my new job would carry a P&A appointment. In general, though, the difficulties of this passage have been balanced by the discovery of new opportunities I wouldn't want to give up. Overall, it's been a fair trade.

**Theodore Galambos** was named the recipient of the 1997 Richard P. Braun Distinguished Service Award at the Center for Transportation Studies' annual research conference May 14. The award recognizes outstanding leadership in and contributions to transportation research and innovation. Galambos is James L. Record Professor of Structural Engineering in the Department of Civil Engineering.

**Tayfun Tezduyar**, Distinguished McKnight University Professor of aerospace engineering and mechanics, has received the 1997 Computational Mechanics Award from the Japan Society of Mechanical Engineers (JSME). The award was given at a ceremony on July 17 at the JSME Centennial Grand Congress in Tokyo. Tezduyar is the fifth U.S. winner of the prestigious award, which was established in 1990.

**Miriam Ward** has received the 1997 Summit Award from the Association for Human Resource Information Management (HRIM). Ward, director of Human Resources Information Systems (HRIS) at the U, received the award at the association's annual conference June 2. She is this year's only recipient of the award, HRIM's highest honor.

Six faculty members have been named **Distinguished McKnight University Professors**. The title recognizes outstanding midcareer scholars who have recently attained the rank of full professor. The \$100,000 grant that accompanies the title has been dubbed the "Minnesota genius grant." This year's awardees are **George Barany**, chemistry; **Sara Evans**, history; **James Hepokoski**, music; **William Iacono**, psychology; **Craig Packer**, ecology; and **Tayfun Tezduyar**, aerospace engineering. The awards are made possible through a McKnight Foundation endowment in conjunction with the University's Permanent University Fund.

**Parking and Transportation Services** has been honored with a MN Great! Award, which recognizes environmental achievements by state employees. The award, presented by Lt. Gov. Joanne Benson at the state capitol June 11, recognizes the department's installation of gate-controlled computer equipment to reduce automobile waiting time—an effort that has led to a reduction of at least 8,460 pounds of gasoline and 28,172 pounds of carbon dioxide emissions since 1993.

1997 winners of the **President's Award for Outstanding Service** are **Arlene Bennett**, **Mario Bognanno**, **James Boulger**, **W. Andrew Collins**, **John Howe**, **Sally Jorgensen**, **Toni McNaron**, **Fred Morrison**, **DeeAnn Olsen**, **Richard Skaggs**, **Vern Sutton**, **Margaret Towle**, and **Gerhard Weiss**. The award—new this year—recognizes exceptional service to the U by active or retired faculty and staff.

## Fairview Foundation gives \$500,000 to School of Nursing think tank

The nation's first nursing think tank—the U's Katharine J. Densford Center for Nursing Leadership—will be created with help from a \$500,000 gift from the Fairview Foundation.

The Foundation's pledge is the largest single gift in Fairview Health Service's history. The Center will help create a forum for nurses to tackle the issues facing the nursing profession worldwide. Center programs will begin in 1998. It is named for Katharine J. Densford, director of the School of Nursing from 1930 to 1959.

The gift brings the campaign proceeds to \$2.8 million. The Minneapolis-based Fairview affiliated with the Academic Health Center (AHC) Jan. 1; at the same time the University of Minnesota Hospital and Clinic merged with Fairview.

## Hopkins is interim Education and Human Development dean

**Charles Hopkins** has been named interim dean of the College of Education and Human Development.

Hopkins, professor and chair of the Department of Work, Community, and Family Education, takes over the post held by Robert Bruininks, who is now serving as the U's executive vice president and provost. Hopkins has been a faculty member since 1966 and received his Ph.D. in education from the U.

## Former College of Ed dean Robert Keller dies

**Robert J. Keller**, dean of the College of Education from 1964 to 1970, died July 7, in Cheyenne, Wyoming. He was 84.

Keller received a Ph.D. in education from the University in 1947. Before serving as an aviation psychologist in World War II, he had taught in a one-room schoolhouse in Washington County and in high school at North St. Paul.

He was director of University High School from 1956 until his appointment as dean. After his resignation as dean due to ill health, Keller continued as a professor of education until his retirement in 1982. He moved to Cheyenne in 1991 after the death of his wife, Alice Maurine Fawcett.

He is survived by two daughters, a brother, two sisters, and a grandson.

## Give Lake Superior a checkup

If you sometimes cruise, paddle, or sail on Lake Superior, consider taking a few moments to give the lake a checkup, say staff at the Minnesota Sea Grant College Program.

You can do that by becoming a member of Superior Lakewatch, a program through which volunteers keep an eye on Superior's water quality. While out on the lake, volunteers measure surface water temperature and water clarity using a thermometer and Secchi disk

provided by the program. This data, along with other information such as wind direction, cloud cover, and wave height, is recorded in a log book and compiled with data from Superior "Lakewatchers" from other states and Canada. The result is a useful long-term record for use by scientists, policymakers, and managers.

For more information, contact **Elaine Ruzycski**, Minnesota Sea Grant, at (218) 726-8106 or **Jay Sandal**, Lake Superior Center, at (218) 720-3033.

## Occupational health center earns top ranking

The Minnesota Educational Resource Center has been ranked the top occupational health center in the United States by the National Institute of Occupational Safety and Health. Directed by Ian Greaves, associate professor of environmental and occupational health, the Center has moved from sixth to first place over the past five years. Leading competitors include Harvard, Johns Hopkins, Columbia, University of Michigan, UCLA, and UC Berkeley. Serving the

Upper Midwest through programs in industrial hygiene, occupational health nursing, occupational medicine, occupational injury epidemiology and control, hazardous substance training, and agricultural safety and health, the Center has been awarded \$15 million in funding and has a training grant that brings in \$750,000 a year.

## Computer engineering is new U major

Students will be able to pursue bachelor's or master's degrees in computer engineering, beginning in the fall of 1998. The new major combines studies of computer hardware normally taught in electrical engineering courses with the software elements taught in computer science. The aim is to produce graduates with a thorough knowledge of all aspects of computer design and function.

The computer engineering programs will be jointly offered by the departments of electrical and computer engineering and computer science and engineering (formerly computer science). They will be administered by the electrical and computer engineering department.



## U techies help take a "byte" out of crime

U telecommunications experts received the Citizens' Choice Award for public service July 8 from the Twin Cities' Associated Block Clubs (ABC). With a go-ahead from **Don Riley**, the U's chief information officer, the Office of Information Technology (OIT) helped set up and run a community watch network on the Internet. Pictured at left, Riley accepts the award from **Don Davis**, Minnesota commissioner of public safety (far right). Also pictured is ABC director **Paris Getty**.

## Media Watch

■ The June 20 *Chronicle of Higher Education* ran a story summarizing the U's new tenure code and the effort it took to hammer it out. Check it out on the tenure page of the University News Service website: <http://www.umn.edu/urelate/newsservice/tenure1.html>.

■ Family social science professor **Bill Doherty's** new book, *The Intentional Family*, was featured on the front page of the *Star Tribune* Variety section June 3.

■ A study shows that women faculty at the U use computers more than their male counterparts. It was (male) sociology professor **Ron Anderson**, who studies computer usage in society, who analyzed the finding for the *Pioneer Press* on June 2.

■ Law School professor **Robert Levy** was busy throughout the first week of June analyzing the verdict in the McVeigh/Oklahoma City bombing trial for MPR, WCCO-Radio, the *Star Tribune*, *Rochester Post-Bulletin*, and

Minnesota News Network, among others.

■ The **Center for Biomedical Ethics** was equally busy at the end of June, reacting to the Supreme Court ruling on physician-assisted suicide. Director **Jeff Kahn** and Prof. **Steven Miles** were on MPR, KSTP-TV, KARE-TV, and in the *Star Tribune* and the *Pioneer Press*.

■ The **Children, Youth and Family Consortium's** cosponsorship of Family Re-Union 6, a family issues conference hosted by Vice President Al Gore, was noted by the *Star Tribune*, KARE-11, and several media outlets in Nashville, where the conference was held. CYFC director **Marti Erickson** gave the opening remarks at the conference.

■ The May 22 *Arizona Republic* carried news about the study by epidemiologist **Lawrence Kushi** and his colleagues showing that active postmenopausal women live longer than their non-active counterparts.

# Witness to the handover

As Hong Kong reverts to Chinese control, a U professor assesses what's changed—and what's remained the same.

It was perhaps the most momentous world event since the collapse of the Soviet bloc. It signaled the end of 150 years of colonial rule over one of the richest patches of real estate on the planet. It marked the first time since the end of World War II that a modern capitalist society has been taken over by a communist state. And yet, according to law professor Tahirih Lee, the most remarkable thing about the July 1 handover of Hong Kong by Great Britain to the People's Republic of China (PRC) is how little things have changed—at least so far.

"Overall, the basic structure of the government is exactly the same. There is a strong chief executive who is appointed [Tung Chee hwa, the new governor of the Hong Kong Special Administrative Region], who replaces a governor appointed by the British," she says, pointing out that although Tung Chee hwa did run in a recent election, only a few hundred hand-picked voters were allowed to participate.

There is legislative continuity as well, she says. In 1995, the English allowed the first direct election of legislators in the colony's 150-year history—before that there was only limited representation—so the new, indirectly elected Hong Kong Provisional Legislature does not represent a radical departure from the colonial past. Meanwhile, in the court system, the big change is that appeals will no longer go to the privy council in London but to higher courts within the Chinese system.

"Legally, the big question right now is whether Hong Kong will continue to have an independent judiciary," Lee says.

Lee was in Hong Kong during the handover. A specialist in Chinese law, she has visited both the city and the mainland many times to conduct research. How the fundamentally dissimilar systems of law in Hong Kong and



Tahirih Lee

the PRC are to be integrated is one of the more intriguing questions about the transition. The way the integration is handled, furthermore, holds the key to Hong Kong's future relationship with the Chinese government and, by extension, the rest of the world.

Until the handover, the body of English common law applied to Hong Kong. The differences between the English and Chinese systems has far reaching ramifications, and not just for criminal procedures. Take, for example, contract law, a critical legal area when it comes to international commerce. Under common law, there is almost an unrestricted right for individuals to enter into contracts with each other. Under Chinese law, that right is retained by the state. Only entities licensed by the PRC have the right to enter into contractual agreements.

Among Hong Kong residents, the reaction to the handover is greatly mixed, Lee says. Many were glad to see the British leave, not because English rule was bad per se but because it was a reminder of the days when a humiliated China was at the mercy of the European powers. Others are pessimistic. But most, Lee says, seem to be taking a wait-and-see approach.

There is no reason to believe the PRC has an overriding concern with human and civil rights. On the other hand, there are strong economic and political reasons why the Chinese government might choose to move slowly and to avoid disruptive change. A loss of faith in the judiciary could lead to further emigration by the city's business elite. Failure to abide by international laws concerning contracts, copyright, and banking could hurt Hong Kong's status as one of the world's leading entrepôts, thus killing the goose that keeps on laying the golden egg of Hong Kong's go-go economy. Just as important, Chinese officials know that if they blow the transition—if China cracks down too hard on press freedoms or mismanages the economy, it can virtually kiss off any hope of peaceful reunification with Taiwan, which was a province of China until the 1949 revolution.

Already, Lee reports, there have been some troubling developments. During a recent visit by the head of the People's Liberation Army garrison to Tung Chee hwa, all news media except Xinhua, the official PRC news agency, were excluded. And only a week after the handover, the Hong Kong legislature passed a law authorizing the deportation of illegal immigrants from the mainland—and made the law retroactive to before July 1. On the other hand, she is encouraged by the fact that the non-official press in Hong Kong vigorously protested both actions. The willingness of the press and the people to voice their protests, she believes, could ultimately safeguard the rights of the city's 6.5 million citizens.

"So long as the people and the press don't permit themselves to be censored, things will be fine," she says. "The main question now is to what extent the Hong Kong people will be brave enough to continue to exercise all the freedoms they have exercised before."

—Richard Broderick

# Small is beautiful: bugs at the Bell



Photo by Tom Foley

Summer Rainforest day camper Moira McComas checks out Bell bugs.

It's a little after ten on a Wednesday morning, but the Nature Detectives are on the hunt. Dan, Eric, Kira, Sarah, Karen, Krista, and Alex swarm like—well—bees around the dozen microscopes set up on a carpeted platform in the Bell Museum's Touch and See room. Under the lens of each microscope? A covered plastic petri dish containing insects gathered last night and earlier this morning by the museum's public education curator, Gordon Murdock, who each week roams his backyard, weedy lots, roadsides, and other likely venues with a sweep net.

Whereas for most ten-year-olds, insects in the wild elicit the "Oh, ish!" reaction, the response from the Nature Detectives—one of numerous local day camps that bring their charges to the Bell for outings—is wildly enthusiastic. "The ants are eating a fly!" exclaims one boy, who might otherwise be home zapping aliens

on a Sega computer game. "Let me see! Let me see!" cries another, eagerly crowding his way toward the microscope.

The response is in keeping with the exhibit's name—"Beautiful Bugs." For indeed, the bugs Murdock collects are beautiful. And awesome, and somehow miraculous, especially when viewed up close and personal this way. Here I must admit to something of a late-blooming fascination with insects. Give me a flower and herb garden on a sunny day and I can contentedly spend half a morning observing the bumblebees, flies, spiders, sweat bees, wasps and assorted other exoskeletal critters at their work and play. Imagine how depleted our store of human metaphors would be without insects? If we couldn't describe one another as "busy as a bee" or "mad as a hornet?" If no one could possess a "waspy" sense of humor, or be antlike in industriousness? And yet, even though a large proportion of the natural world consists of insect life, insects are not usually what we think of when we think of Nature. Even though very little of the natural world of flowers, trees, and bird life would continue to exist without insects, we are, by and large, bugged by bugs. They are pests, the part of nature most of us wouldn't mind seeing zapped.

It is this mind-set that "Beautiful Bugs" is, without fanfare, designed to offset, and offset early enough so that children

visiting the Bell won't grow up to be adults who believe the whole world needs a good soaking in Black Flag. "Kids need to understand that life comes in many forms," Murdock explains.

"Beautiful Bugs" got its start six years ago, but has evolved from its original conception. At first, the museum envisioned older children coming in and looking at the animals and then looking up names and species in field guides provided by Bell staffers. That idea, however, soon got tossed over board in the face of what kids really wanted.

"We discovered that no matter what their ages, they weren't really interested in doing that kind of research at this stage in this context," Murdock says. "What they wanted to do was look at the bugs and enjoy them."

Which is what the Summer Champs, members of another day camp, are doing right now. Among exclamations of "Hey, cool!" and "They're two bugs in there fighting with each other," one tow-headed girl peers into the microscope and says "He's looking at me!" in the wondering tone of a child who has just experienced a poetic insight into an alien corner of the natural world.

—Richard Broderick

"Beautiful Bugs" continues every Wednesday at the Bell Museum of Natural History from 10 a.m. to noon. For information call 624-7083.

# Reading for the dog days

You say you're looking for a good read to accompany you to the beach or the back porch this summer? What better place for a U person to look for suggestions than right next door or across the street? Read on...to find out what some folks in the U community are recommending this summer.

## **The Flanders Panel by Arturo Pérez-Reverte**

It's a really engaging mystery translated from Spanish about a painting that's being restored by a young artist in Madrid. She discovers secrets in the painting, and her discovery affects the lives of many of the art dealers and museum curators and art auctioneers in Madrid. They all get caught up in the mystery. It's just a couple years old, in paperback.

Laura Westlund, managing editor  
University Press

## **Desert Queen by Janet Wallach**

I just finished this biography of Gertrude Bell. She did some solo exploring in Saudi Arabia and Iraq in 1910 and 1920 and was instrumental in the creation of the Kingdom of Iraq and also started the Bagdad Museum of Archeology. She was quite an interesting person.

Paula Goblirsch, user services specialist  
Academic and Distributed Computing Services

## **Naked by David Sedaris**

This is an extremely funny book. I read the first chapter but didn't quite get it. So I read the second chapter. Then I went back and read the first and thought it was hilarious. It reads like a novel, but it's a memoir of a man growing up in a very strange family. The writer is a commentator for NPR. It's not chronological, but vignettes from his past. It's just fun. It's also portable—only about 300 pages.

Steve Vite, senior editor  
U of M Extension

## **My Antonia by Willa Cather**

I hadn't read this before, and if I had read it earlier in my life, I probably wouldn't have liked it. When I heard we were reading it for Book Club, I thought, "H-m-m-m." But it's a very good light read that's still quality. You really get the feeling of what life on the prairie was like.

Susan Papanicolau, senior secretary  
AHC Communications

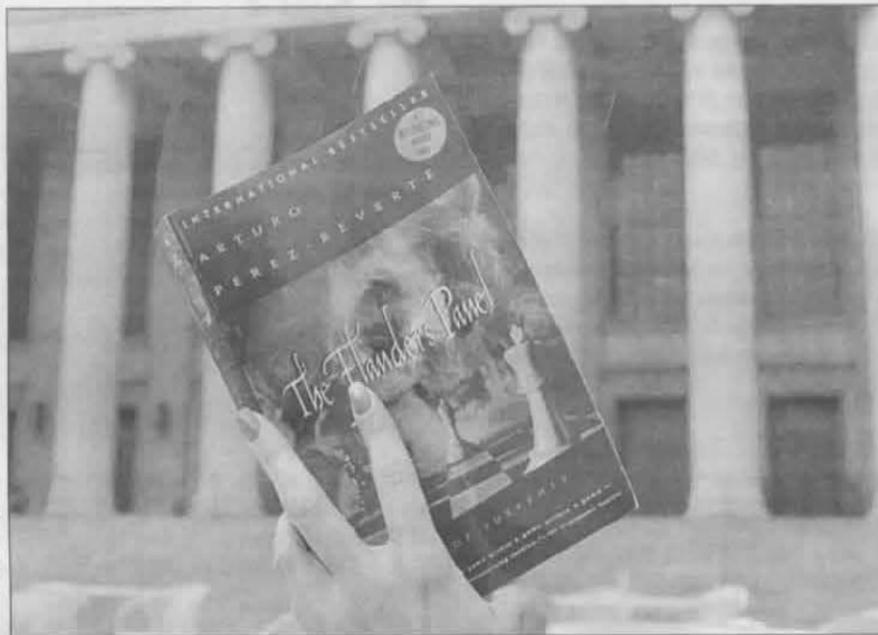


Photo by Tom Foley

## **At Home in France by Ann Barry**

I'm a wild, wild Francophile. Anyone with an interest in France would love this book. It's written by a woman who spent a great deal of time in France. On one trip, she came upon a house she loved and bought it on the spur of the moment. The book talks about her experience renovating it and having friends visit. It's a wonderful book with wonderful stories.

Bill Hendrickson, editor  
Communication Services

## **Heaven's Coast by Mark Doty**

This is a book by a poet—or a man who usually writes poetry—but this is creative nonfiction. He's gay, and he writes about living with his partner for a number of years. The partner is identified as having AIDS. It is a beautiful book about language and nature and love. It just happens to be about gay men, one of whom dies.

It's also a splendid study about how a family can be supportive even if they don't always understand, and how a family of a traditional kind can be moved by alternative families. I just found it terribly, terribly moving. It certainly is a book for anybody.

Toni McNaron, professor  
English

## **Federico Garcia Lorca: A Life by Ian Gibson**

This is the majestic biography of Federico Garcia Lorca, which I have dipped into over the last several years. Now I have been reading it more thoroughly, and rereading a fair amount of Lorca's poetry. Lorca is one of the century's great poets and playwrights. I love him dearly. I'm also intensely fascinated by the culture of southern Spain. He comes from the region around Granada. The mixture of southern European and Moorish influences is most intriguing. Lorca is a product of that culture, and he reflects it in his works. He was executed at age 38, in 1936, during the early stages of the Spanish Civil War, along with thousands of others in the early morning dawn. I've been there at that site, where there is a little memorial now.

What I want to do is to seduce people into reading about someone I find fabulous.

Archibald Leyasmeyer, associate professor English

## **Memories of Summer by Roger Kahn and In the Deep Midwinter by Robert Clark**

*Memories of Summer* is a very good book by the sports-writer who wrote *The Boys of Summer*—about the Brooklyn Dodgers. This one is about the World Series Kahn covered in 1962 with Jackie Robinson. It may be kind of a guy book. *In the Deep Midwinter* is about St. Paul, circa the summer of 1949, written by a St. Paul native. It's especially good because it's local, but it's a good novel anyway.

Paul Tschida, assistant vice president  
Safety and Health Management

## **Blue Highways by William Least Heat-Moon**

I think of summer as a time to get away from the routine of the regular year and to think about life in general, where it's going, and what you want to do. He captured a period in his life when he was able to drive around the country and meet people and do a self-examination about what's important.

Dale Schatzlein, director  
U Concerts and Lectures

—Compiled by Mary Shafer and Maureen Smith



## And the band uniforms lived on

At what turned out to be something of a trip down memory lane for some U alumni, a first-ever sale of used instruments and old marching band uniforms was held July 18 at Northrop Auditorium. Some 70 instruments and 300 band uniforms were sold to customers, including alumni who came to look for the actual instruments they played in their marching days. Pictured at left is Kelli Krogstad, the bands' former uniform manager. Krogstad was in the U's flag line from 1992 to 1996.

# August calendar



To find out more about individual U theaters, museums, and events, check out the new online events calendar at <http://events.tc.umn.edu>.

**The Northrop Summer Music Series continues on the Northrop Auditorium plaza at noon. Free.**

**Wed., August 6**

■ **Hispano**—Hispano-Contemporary Latino music with Caribbean accent.

**Mon., August 11**

■ **Roybayat**—Original Persian music.

**Wed., August 13**

■ **Cliff Brunzell Jazz Quartet**—Jazz violin playing standards and bop.

**Thurs., August 14**

■ **Bomba**—An explosion of salsa/Latin jazz.

**Mon., August 18**

■ **Urban Renewal**—Bluegrass for the 90's.

## FILM

**St. Paul Student Center Theatre**

■ **Wild Strawberries**—Ingmar Bergman's story of an aged professor who becomes aware of the attitudes that have prevented him from true happiness. Starring Victor Sjöström, Ingrid Thulin, and Bibi Andersson. Free to students, \$1 for the public. Friday, August 1. 7 p.m. (1957; B/W, 90 minutes; Swedish with English subtitles)

■ **The Man From Snowy River**—An orphaned mountain boy tries to prove his manhood by conquering wild horses in this adventure starring Kirk Douglas, Tom Burlinson, and Jack Thompson. Free to students and children, \$1 for the public. Wednesday, August 6. 7 p.m. (1982; 105 minutes; rated PG)

■ **The Seventh Samurai**—Akira Kurosawa's most widely acclaimed film is the tale of seven warriors defending a farming village against a bandit army starring Takashi Shimura, Toshiro Mifune, and Roshio Inaba. Free to students, \$1 for the public. Friday, August 8. 7 p.m. (1954; B/W, 141 minutes; Japanese with English subtitles)

■ **Monkey Trouble**—A young girl secretly adopts a runaway pet monkey trained to pick pockets by its former owner in this comedy starring Thora Birch, Harvey Keitel, and Mimi Rogers. Free to students and children, \$1 for the public. Wednesday, August 13. 7 p.m. (1994; 96 minutes; rated PG)

■ **The Spirit of the Beehive**—Victor Erice's portrait of the isolation of the individual within the family starring Ana Torrent, Isabel Telleria, and Fernando Fernan Gomez. Free to students, \$1 for the public. Friday, August 15. 7 p.m. (1973; B/W, 95 minutes; Spanish with English subtitles)

## LECTURES, WORKSHOPS & CONFERENCES

**Thurs., August 7**

■ **"Writing and Illustrating from the Heart" summer forum**—Amy Cordova, a Mexican-American/Anglo illustrator, has also written and illustrated a children's picture book, *Abuelita's Heart*, which will be published this fall. 2:45 p.m. to 3:45 p.m. Walter Library. Free. For more information, call 624-4576.

**Minnesota Landscape Arboretum FFI 443-2460, ext. 227**

■ **Hillside Gardening**—Monday, August 4. 10 a.m. to noon. \$15 members, \$25 non-members.

■ **Houseplant Repotting Clinic**—Bring your root-bound plant and new container. Wednesday, August 6. 11 a.m. to noon. Free.

■ **Ikebana with Garden Flowers**—Thursday, August 7. 1 p.m. \$30 members, \$40 non-members.

■ **Creating a Landscape Plan for Your Home**—Thursdays, August 21 through September 25. 6:30 p.m. to 8:30 p.m. \$65 members, \$85 non-members.

■ **Navigating the Arboretum with a Compass**—Saturday, August 23. 9:30 a.m. to 12:30 p.m. \$15 members, \$25 non-members.

■ **Mushrooms and Other Wild Harvests**—Sunday, August 24. 1 to 3 p.m. \$15 members, \$25 non-members.

■ **13th Annual Herb Symposium**—Features local and national speakers, authors, chefs, and teachers. Cooking and decorating demonstrations, workshops, and tours of the Arboretum's herb gardens. August 14 and 15. Call (612) 443-2460, ext. 566 for a brochure.

## FAMILY ACTIVITIES

**Minnesota Landscape Arboretum FFI: 443-2460 ext. 227**

■ **Sunday Guided Tours of the Arboretum's Restored Prairie**—Look for the featured blooms each week, including yellow coneflower, rough blazingstar, sneezeweed, stiff goldenrod, and smooth aster. Tour is included free with regular gate admission. Sundays, August 3 through August 31.

■ **Green Link Family Station**—Informal family-oriented program with various hands-on activities at the Sensory Garden program center and other featured Arboretum gardens. Sundays, August 3 through August 24. Noon to 3 p.m.

Send calendar items by fax: 624-6369; by e-mail: [urelate@gold.umn.edu](mailto:urelate@gold.umn.edu); by mail: *Kiosk*, University Relations, 6 Morrill Hall. Deadline for September's calendar is August 8.

## SPECIAL EVENTS

**Thurs., August 7 and Fri., August 8**

■ **Modern Times Cabaret**—What did it mean to be "modern" in the 1910s and 1920s when Marsden Hartley began his artistic career? Judy Gallas, cabaret director extraordinaire at Marcy Open School and former company member of Ballet of the Dolls, leads a spirited group of artists in a cabaret exploration of the cultural milieu of Hartley's day. Weisman Art Museum, 7 p.m.

**Sat., August 9**

■ **Minnesota Prairie Day**—Bus tour to Nature Conservancy's Schaefer Prairie near Glencoe to learn about natural history, biodiversity, cultural history, and land use; return to the Arboretum for buffet lunch and slide lecture on prairie plants and wildlife. Day ends with optional guided tour of the Arboretum's restored prairie. \$25 for Arboretum and Nature Conservancy members; \$30 for nonmembers. Fee includes expenses for bus trip and lunch. 8:30 a.m. to 3:30 p.m. For a brochure, call (612) 443-2460, ext. 566.

**Thurs., August 21**

■ **Summer Wildflower Celebration**—Cole Burrell, a naturalist/botanist and author of popular books on gardening with native plants, will celebrate the native Minnesota landscape and the gardens it inspires. He will lecture on the varied plant communities of Minnesota, discuss ecological design principles, and illustrate how to incorporate Minnesota plants into your garden. Bell Museum of Natural History, 6-9 p.m. Members \$2, non-members \$4. Paid registration deadline: August 12.

## EXHIBITS

**Bell Museum of Natural History FFI: 624-7083**

■ **Beautiful Bugs**—Insects, spiders, and other small, crawling critters are often very beautiful if you see them up close. The museum will collect a bunch of these creatures each week so you can look at them with microscopes. Wednesdays through Aug. 27, 10 a.m. to noon.

■ **"Art of the Wild"**—In celebration of the Bell Museum's 125th anniversary, this exhibition looks at the museum's long history of combining art and science to inspire better understanding of the natural world. Through August 31.

■ **Prairie Garden Tour**—Cole Burrell, a naturalist/botanist and author of popular books on gardening with native plants, will lead the tour through several of these gardens, exploring how each has been designed. Sunday, August 24. Members \$15, non-members \$20. Paid registration deadline, August 8.

**Minnesota Landscape Arboretum FFI: 443-2460, ext. 227**

Gate fees: \$4 per adult, 16 and over; \$1 for kids ages 6 to 15; kids 5 and under and members are free.

■ **Art in Nature Mural Display**—The Arboretum's Sensory Garden Program Center will host a mural display by students from PEASE Academy. August 30. \$4 per adult, 16 and over; \$1 for kids ages 6 to 15; kids 5 and under and members are free.

**Tweed Museum of Art, UMD FFI: 218-726-8222**

■ **1997 Tweed Contemporary Artists Series**—An exhibition of 22 artists from Minnesota's seven-county Arrowhead region and a three-county region of northwestern Wisconsin. Most works will be for sale. Through August 3.

■ **Aristide Pappas: Paintings and Works on Paper**—A Duluth native of Greek ancestry, Aristide Pappas lived in the Duluth/Superior area from 1918 to 1951. His signature style combined the then-new formal abstract art with a highly personal and symbolic content. Through Sept. 25. Reception on Aug. 2, 1-5 p.m., with Greek food and entertainment.

■ **Sumi-e Society of America Annual Exhibition**—Members of the Sumi-e Society of America will participate in a juried exhibition sponsored by Ming Chiao, the Minnesota Chapter of the America Sumi-e Society. Beginning August 12, through September 28. Workshops with Cheng Khee Chee and demonstrations by Lok Tok and Yitong Lok on August 14-15; opening reception and awards ceremony on August 15; and critique of selected works by Cheng Khee Chee on August 16.

■ **Asian Art: A Concise Survey**—Concurrent with the Sumi-e Society Juried Exhibition, the Tweed Museum will present an exhibition of Asian paintings, sculpture, ceramics and furniture from China, Japan, India, Korea, Southeast Asia. August 12 through November 2.

**Weisman Art Museum FFI: 625-9494**

■ **"Marsden Hartley: American Modern"**—Marsden Hartley (1877-1943) is one of the most important artists from the American early modern period and a key member of America's first artistic avant-garde. The Weisman holds the largest number of Hartley's works, and this retrospective is drawn entirely from the museum's rich collection. Through August 31.

■ **The Weisman Sculpture Project**—This outdoor installation of Kaveh Shakikhan's project is the third and last in a series of commissioned sculptures for the museum's plaza. The commissioned program, designed to engage emerging Minnesota artists, is sponsored by the Jerome Foundation and the R.C. Lilly Foundation. Through October 6.

## MUSIC

**Thurs., August 7**

■ **The Blooming Thistle Band**—Noon, Terrace Cafe outside St. Paul Student Center. Free.

**Thurs., August 14**

■ **Ben Woolman**—Noon, Terrace Cafe outside St. Paul Student Center. Free.

The Newspaper by  
and for University of  
Minnesota Faculty  
and Staff

## In this issue:

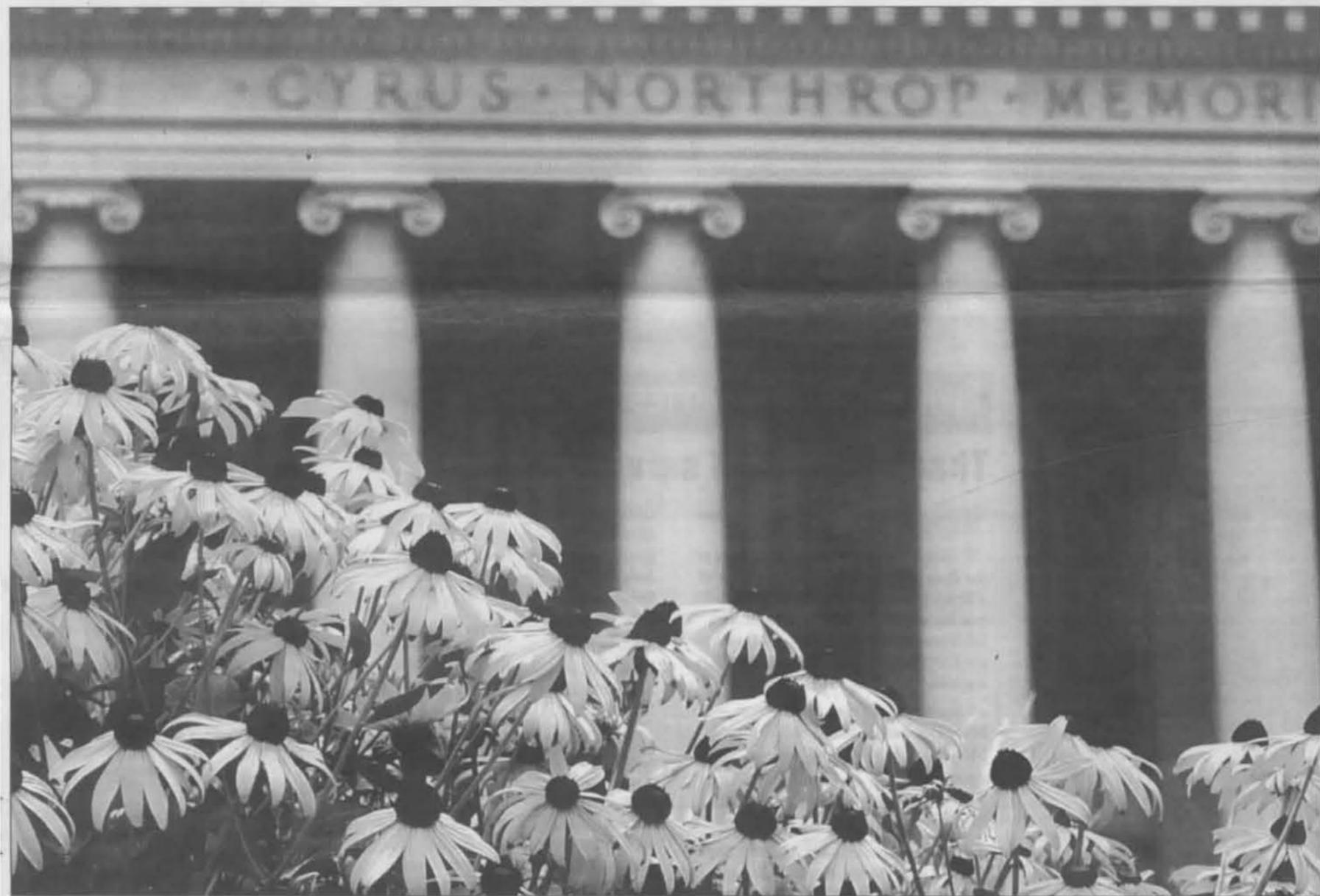
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# Kiosk

<http://www.umn.edu/urelate/kiosk/>

*We are so beautiful*

MAROON AND GOLD GARDEN KICKS OFF 'TAKE PRIDE IN U' CAMPAIGN



In front of Northrop Auditorium, coneflowers catch the late summer sun. As "Take Pride in U" gets under way, the mall grounds boast some of the most spectacular beauty on campus.

On a cool sunny day in August, President Mark Yudof planted the last flower before the new maroon and gold M garden was unveiled in front of Coffman Union.

The mums won't be in full bloom until students arrive for fall quarter. But even now, the 200 or so people who were gathered for the August 11 event could imagine what they might look like. "It will be gorgeous," one woman said. Besides those who crowded around the garden, onlookers lined both Washington Avenue footbridges to get a good view.

Unveiling of the garden was the kickoff celebration for Take Pride in U, an initiative across all campuses to renew and show pride in the U's heritage, traditions,

and environment. "We're going to make each other as proud as we can be," said Yudof, who announced plans for a Beautiful U Day October 13, the Monday of inauguration week.

The initiative has been Yudof's from the start, says Phil MacDonald of Facilities Management. "He's owned it from day one." For the first campaign of his presidency, Yudof has chosen something tangible. The initial focus is on the grounds and buildings, but the long-term Take Pride in U campaign includes traditions and heritage, leading up to the University's sesquicentennial in 2001.

A broad-based steering committee is headed by vice presidents JoAnne Jackson and McKinley Boston.

MacDonald heads the operations subcommittee.

"People are excited. They're willing to participate. It's really going to be fun," MacDonald says. As soon as people heard the first mention of the campaign, they started calling in to suggest projects or volunteer their help.

"There are a lot of people who are willing to adopt a garden. We have one group willing to adopt the Washington Avenue bridge, or a part of it. We're giving people ways to express their ownership," he says. Graffiti is being removed, bulletin boards updated, decorative banners added, lighting improved, sidewalks repaired, sore spots identified and fixed (see box, page 3).

*continued on page 3*

## EDITORIAL STAFF

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This publication is available in alternative formats. Please call 612/624-6868.

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The purpose of *Kiosk* is to contribute to a sense of community among University of Minnesota faculty, administrators, and staff by providing information on current, upcoming, and ongoing issues relevant to major institutional decisions; providing a forum for dialogue among administrators, other governance structures (e.g., Senate, P&A Advisory Committee), and faculty/staff; providing information on the regional and national events affecting our community; visibly honoring the work, lives, and accomplishments of faculty, staff, and administrators; providing information, such as professional tips, that will help the work of faculty, staff, and administrators; and adding to accessibility of other information available via Gopher, electronic bulletin boards, and newsletters.

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## FACULTY CONSULTATIVE COMMITTEE

### Task Force on Faculty Consultation is launched

How should faculty give input into administrative decisions that affect our University's core activities, teaching and research?

We currently have three Provostal Faculty Consultative Committees (PFCCs), one for each provostal area (Academic Health Center; Arts, Sciences and Engineering; and Professional Studies). Since these provostal areas have been abolished, the PFCC functions are undefined, and the bylaws of the Twin Cities Campus Assembly must be changed to reflect the new structure. The PFCCs accomplished some useful work, however, at a time when every avenue for effective faculty-administration communication needed to be open. We need to think seriously about whether some similar mechanism is still needed.

To examine this issue, the FCC has established a Task Force on Faculty Consultation, composed of PFCC and FCC representatives. The Task Force is to make recommendations to the FCC for a system of faculty consultation that takes into account the new administrative structure, and propose revisions to the Twin Cities Campus Assembly bylaws that reflect their recommendations.

The recommendations should not only consider campus-wide governance, but also should propose desirable consultative processes at the collegiate level, including inter-college mechanisms that address interdisciplinary issues. There should be a clear rationale for the relationship among the various levels of consultation, and their articulation with the administration. The recommended consultative structure should be nonredundant and cost-effective in terms of faculty and administrative time and resources.

In developing its recommendations, the Task Force will consider these issues:

■ PFCC members (particularly in the ASE-FCC and PSFCC) have expressed interest in establishing a committee or process—in addition to existing Senate committees—to represent the "University core" to the executive vice president and provost. What issues differentiate the "core" from the "periphery" and require special representation?

■ The existing Senate governance structure includes not just the FCC, but also numerous committees that consult with the administration on matters of importance to the faculty (Educational Policy, Faculty Affairs, Finance and Planning, Research, etc.). Educational Policy (SCEP) and Research, in particular, deal mainly with core issues of teaching and research. Are additional committees needed to represent these interests, or can existing committees do the job (perhaps with some redefinition of their duties and responsibilities)?

■ If a consultative committee representing the "core" were established, what would be its responsibilities, and how would they differ from those of existing Senate committees?

■ Before the provostal system was established, there were no provostal FCCs. Now that the provostal system has been abolished, wouldn't it be most straightforward simply to abolish the PFCCs?

■ In addition to a staggering array of other duties, the executive vice president and provost already spends a great deal of time consulting with FCC, SCEP, and other Senate committees. Would another consultative committee increase unduly the demands on his time?

■ The AHC is maintaining its FCC, and has established an Assembly to consult

with the senior vice president for health sciences. Is there justification for a formal relationship between these bodies and the Twin Cities Campus Assembly? With regard to research and education policies and consultative mechanisms, should the AHC be viewed as separate from the rest of the Twin Cities campus?

■ President Yudof has said that the new structure will return power to the colleges. In that case, shouldn't faculty efforts be devoted to strengthening the colleges' consultative mechanisms? Are the functions of collegiate consultative committees appropriately defined, and their memberships suitable for their responsibilities?

■ Interdisciplinary programs requiring cooperation among colleges are becoming more important. The new administrative structure does not deal explicitly with this need. Should standing consultative committees be organized for clusters of colleges whose interests are perceived to be related, or should ad hoc committees be constituted when programmatic needs arise?

As it develops recommendations, the task force will interview central administrators, deans, and faculty. It also will solicit input from faculty. If you have ideas about how to make faculty consultation most effective, please contact one of the members of the Task Force:

Mary Dempsey (Medical School), Virginia Gray (CLA), Jan Hogan (Human Ecology), Carol Chomsky (Law), David M. Nelson (Minnesota Extension Service), Pete Magee (CBS), John Howe (CLA), Sheila Corcoran-Perry (Nursing).

—Mary Dempsey, chair, Task Force on Faculty Consultation

—Victor Bloomfield, chair, FCC

## CIVIL SERVICE COMMITTEE

### Thank you, civil service staff

This will be my final column as chair of the Civil Service Committee (Don Cavalier assumes the duties of the chair October 1), and I can't think of a better closing column than sharing with you the wonderful honors, awards, and achievements by University of Minnesota civil service staff (non-faculty, non-P&A and non-bargaining unit).

*50 Years of University Employment* — Mary Hessburg, administrative director, Mechanical Engineering.

*1997 President's Award for Outstanding Service* — Arlene Bennett, administrative director, Civil Engineering.

*Student Development and Athletics Staff Quality Recognition Awards* — Janine Hockin, executive assistant, Student Judicial Affairs; Eugene Pavek, supply specialist, Military Science Department; Donna Pietsch, principal accountant, Housing and Food Services; and Anne Selner, associate administrator, University Counseling and Consulting Services.

*UMC Civil Service and Bargaining Unit Employee of the Quarter* — Debbie Stumblingbear, director, Food Service.

*UMC Distinguished Civil Service/Bargaining Unit Award* — Owen Williams, senior library specialist, Media Resources.

*1996 UMD Outstanding Service Contributions* — Eulie Markham, principal secretary, NRRI; and Jerry Henneck, principal laboratory technician, NRRI

*UMM Outstanding Staff Award* — Maurice "Tip" Tipcke, building and grounds supervisor, Residential Life; Judy Riley, executive assistant, U Relations.

*College of Human Ecology Civil Service Outstanding Performance Awards* — Denise Allen, School of Social Work; and Kathy Boos, Food Science and Nutrition.

*1997 CLA Civil Service and Bargaining Unit Outstanding Service Awards* — Jane Anderson, executive student personnel worker, CLA Student Academic Support Services; Judy Chambers, CLA regional accountant; Mary Ellis, associate administrator, English; Melody Pauling, executive secretary, German, Scandinavian and Dutch; Pat Solstad, associate administrator, Music; and Robert Vatalaro, senior programming analyst, Psychology.

Too often, kudos are bestowed upon civil service (and other University) staff for exceptional work and dedication to the University of Minnesota, but this good news is not widely communicated. We congratulate these civil service staff for the awards, honors and achievements noted, and we thank them for their exemplary contributions to the University of Minnesota.

—Sue Weinberg, chair  
Civil Service Committee

## Letters

### New name

In the latest issue of *Kiosk*, I noted that under the Media Watch section, you mentioned the "Center for Biomedical Ethics." Please note that the Center's name changed last year to: CENTER FOR BIOETHICS.

Thank you for making this correction and for your quick-read, informative publication!

Candace M. Holmbo  
Administrator  
Center for Bioethics

### To all of U

Now that the 1997-98 academic year is about to begin, I'd like to take this opportunity to welcome you all back to school.

Far too often, people neglect to tell others how much they are valued or how big of an impact they make in other people's lives. I don't want that to happen. Your good work and dedication are critical to the success of our state and are appreciated by more people than you will know. By sharing your talents, skills, and humanity, you open the doors to unlimited student potential and help shape the lives of people for years to come. For that, I thank you.

My best wishes for a great year that builds on all the positive things in which you, as educators, have been a part.

Sincerely,

Rep. Lyndon Carlson, chair  
House of Representatives  
Education Committee

## Beautiful U

continued from page 1

Many of the projects will be completed in the two months between the kickoff event and Beautiful U Day. Others will be ongoing. "Our commitment is that we are not going to let this build up and then come to an end October 13," MacDonald says.

In mid-August the plans for Beautiful U Day were still being developed. The expectation is that faculty, staff, students, and visitors will all have a chance to come to campus in their jeans and T-shirts, pitch in on cleanup projects, and have a recognition lunch.

The day will include a recycling extravaganza. "We're going to encourage people to recycle as much in one day as we normally do in a quarter—200 tons," MacDonald says.

When Yudof started talking about a campus cleanup, two areas he mentioned were trash collection and window washing. Many people remember when the trash stopped being collected because of

layoffs in Facilities Management and when the window washers were laid off. Is a cleanup needed because Facilities Management hasn't had enough people to do the job?

"It's true that back in 1991 when there was a reduction in the appropriation there was by necessity retrenchment, and the University prioritized," MacDonald says. "There are some areas on campus that have not been maintained as well as we would have liked. If there were more dollars, there are areas where we could provide higher levels of maintenance. The Beautiful U Day isn't directly intended to solve that.

"This is in no way intended to say we're going to use volunteer forces. No way whatsoever. It is not in any way intended to allow us to save money, to use volunteers so that we can lay people off. Absolutely, positively not." The unions are represented on the steering committee, he says, and have given strong expressions of support to the campaign.

Working with the resources available, he says, Facilities Management is proud of the job it has done, especially with the

## Sore spots?

**D**o you have ideas for the Take Pride in U campaign? Projects you'd like to suggest? Sore spots on campus you'd like to see cleaned or fixed up?

We'd like to hear about them. Write to *Kiosk* at 6 Morrill Hall, Minneapolis 55455, or [urelate@gold.tc.umn.edu](mailto:urelate@gold.tc.umn.edu). We'll pass your ideas on right away to the steering committee, and we may publish some of the most interesting ones in *Kiosk*.

If you have favorite spots you'd like to praise, we'd like to hear about those, too. If you can send pictures, all the better, but they can't be returned.

grounds. "If you walk on the mall, it's spectacular. There is color, there are comfortable places for students, there is that collegiate feel to it." Many people have commented admiringly about the flowers on campus this year.

Beautiful U Day is intended to be "the beginning of a long-term change in culture so that everyone would begin to accept a little more responsibility for the appearance of the campus," MacDonald says. "You don't have to spend as much money cleaning if areas don't get as dirty."

One part of taking responsibility is to report problems to Facilities Management, and Facilities Management needs to make it convenient for people to do it. "We're going to make a big effort to make people aware of our maintenance zones and who they should call," MacDonald says.

"We just heard about a building where the lights in the men's restroom were out for a week. Everyone assumed somebody else would call, or people learned to deal with it. Everybody went along for a week in the dark."

Building captains have been named for each of the 160 or so buildings on the Twin Cities campus. "We tried to identify higher profile people, like Richard Pfitzenreuter in Morrill Hall, people who are very visible who will be champions within the building."

Cleaning up and beautifying the campuses "will be accomplished because a lot of people in a lot of departments decided to get together and make it work," MacDonald says. "It's about time we do something that we all can do together and feel good about."

—Maureen Smith

## Who's doing what

The Take Pride in U projects are organized in eight groups. Here's a list of them, and the people in charge:

### Flower gardens

- Campus maroon and gold mum plantings to bloom by the start of the school year.
- Adopt a garden program

Coordinator: Les Potts, Facilities Management

### Grounds

- Graffiti cleanup
- Replacement of light bulbs and lenses on outdoor light fixtures
- Street and sidewalk sweeping and cleanup

Coordinator: Ben Ystenes, Facilities Management

### Outdoor recycling containers and cigarette urns

- Improve recycling container appearance and visibility
- Increased maintenance of cigarette urns

Coordinator: Jim Heinz, Facilities Management

### Building painting and critical needs

- Public area painting
- Painting departmental spaces
- Address critical needs

Coordinator: Steve Pauling, Facilities

### Management

#### Building recycling

- Recycling or disposal of paper files and records
- Recycling or disposal of furniture, appliances, and equipment
- Campus recycling awareness campaign

Coordinator: Dana Donatucci, Facilities Management

#### Bulletin boards

- Cleanup and repair of indoor and outdoor bulletin boards
- Reexamination of posting policies

Coordinator: Bill O'Neill, Facilities Management

#### Signs

- Replacing worn-out building signs
- Improving directional signage
- Placement of permanent banners and flags on campus

Coordinator: Mike Ramolae, Parking and Transportation Services

#### Identification of critical needs

- Restoration of campus "sore spots"
- Washington Avenue bridge cleanup
- Wilkins Hall pedestrian suspension bridge
- Adopting restored space

Coordinator: Phil McDonald, Facilities Management

## Kudos

**Amy Alving** is one of 15 people selected from a pool of hundreds nationwide to be a White House fellow this fall. Alving, associate professor in aerospace engineering and mechanics, is a turbulence expert. The fellowship program is America's most prestigious for leadership development and public service. Alving will be a full-time, paid assistant to cabinet secretaries, executive branch agency heads, or members of the senior White House staff.

**Media Resources** has received the prestigious CINE Golden Eagle award for excellence in filmmaking and videography. The award-winning videotape, "The

Search," produced by **Paul Eide** and shot by **Gary Ludwitzke**, is being used for recruiting prospective U students. The award will be presented in Washington, D.C. in February.

*Kiosk* welcomes letters to the editor and opinion pieces. To be considered for publication, opinion pieces should be between 250 and 500 words, and letters should be under 150 words. Send copy and disks to *Kiosk*, University Relations, 6 Morrill Hall, via campus mail, or e-mail us at [urelate@gold.tc.umn.edu](mailto:urelate@gold.tc.umn.edu).

## News digest

■ The University and AFSCME reached a **tentative agreement** August 12 that would raise the pay of the approximately 3,000 AFSCME member clerical and technical employees on all campuses of the University. Specifics of the agreement weren't released. AFSCME members will vote on the contract during the first week in September. The University will submit the contract to the regents for approval at the board's September meeting.

■ In mid-August an agreement on **salary increases** for civil service staff had not yet been reached between the administration and the Civil Service Committee. When the amount is decided, increases will be retroactive to June 23.

■ A new **maroon and gold M flower garden** in front of Coffman Union was unveiled at the Take Pride in U kickoff celebration August 11 (see story on front page).

■ **Inauguration day** for President Yudof has been set for October 17, with the ceremony at noon. Other events are being planned throughout the week. Geography professor John Adams is chair of the inauguration committee.

■ **Six legislators** toured the Twin Cities campus with Yudof August 9 to look at buildings slated for possible decommissioning and others for which the University is asking for money to expand or renovate. The capital request will be presented to the legislature in January.

Yudof said the plans to improve the campus are good but expensive. "I think you will have enthusiasm until you see the numbers," he said. Preserving historic buildings in the knoll area of campus is important, Yudof said, and he will hear from state preservationists before deciding about the decommissioning of four buildings.

■ **Yudof visited 15 Minnesota cities** in his first six weeks in office. The trips were planned to give Yudof a chance to learn more about Minnesota and talk about his vision for the University. He was in northwest Minnesota August 14 to view flood damages and see the role the University has played during the flood and recovery.

Yudof's fly-around visits were to Duluth, Grand Rapids, Virginia, Bemidji, Moorhead, Detroit Lakes, Alexandria, Willmar, Worthington, Marshall, Redwood Falls, Lamberton, Ada, East Grand Forks, and Crookston.

■ Gopher basketball player **Courtney James** was found guilty on one misdemeanor count of domestic assault (intentionally causing fear) and not guilty on another count (intentionally causing harm) August 5 in Hennepin County District Court. Athletic director Mark Dienhart issued a statement saying that James "remains indefinitely suspended from our basketball program" pending the results of an internal investigation. "We take this matter very, very seriously," Dienhart said.

■ **U.S. District court judge Richard Kyle** ruled July 23 that the federal government cannot sue the University under the False Claims Act for alleged grant mismanagement in the surgery department. Judge Kyle's ruling is good news for the University and Minnesota taxpayers, said general counsel Mark Rotenberg. "The government was seeking a windfall at taxpayers' expense. We're now on a more level playing field. While this certainly isn't the end of our legal battle, I'm hopeful we can now work toward a reasonable settlement."

# Back to school

Photos by Tom Foley

**For some U staff members, coming to campus also means going to class.**

It's not that you can tell by looking at them. Well, some may look a *little* more haggard than the rest of us. And they may manage their time a little more efficiently and talk more enthusiastically about pursuing what they love. They're staff members who are also University students, taking classes for fun or professional development or academic enrichment. And they're using University programs to do it.

There's really no way to tell just how many staff are taking advantage of these U programs. But we did discover a few things in the course of unearthing the five we profile here. Our totally unscientific research suggests that the pool contains many more women than men, more civil service than academic staff, and no common thread in either their work or their academic pursuits. They have all kinds of jobs and they're studying everything from business to music. Here are five from among the dozens who earn their stripes every day doing double time as staff and students.

## Deb Cran: a good tradeoff

Twenty years after receiving her undergraduate degree from the University of Minnesota, Duluth, Deb Cran is a student again. By spring 1998, she expects to receive a Master of Liberal Studies degree.

A 1977 graduate with a business administration and economics degree, she pursued her early career while indulging some of her hobbies. "I spent years catching up on my reading," Cran says. "I'm still trying to get through *War and Peace!*"

Cran has held her present position as associate to the Humphrey Institute dean for eight years. An academic staff member, she has used the U's academic staff tuition benefit program to take classes tuition-free. For Cran, that has meant enjoying a renewed zeal for learning without a financial burden.

At first she took classes like piano and a foreign language for fun. Then she decided to pursue her master's degree, focusing on public management and organizational change. Today, at 42, she has the enthusiasm of a rookie on her first job. "Despite the extra time it takes, the tradeoff has been well worth it," she says. "I

thought it was about pursuing a graduate degree that was long overdue. What I found instead is that it's

been a pleasant experience along the way."

Not that it's all pie in the sky. "There are days when you don't want to sit through class," she admits. Then there's the time commitment. For now she's taking one class a quarter after work, so when she finally gets home...there's homework. "You have no choice because it has to get done," says Cran, admitting she'd rather stay up late than get up early to study. "I wait until after the 10 o'clock news. I stay up to about 1 or 2 o'clock in the morning," she laughs.

Cran says she's a different student now than in her undergraduate days, "because you've got a breadth of life and work experience...I can not only learn from the classroom, but I can contribute to it as well."

—Venita Robinson



Deb Cran

## Scott Slocum: second time around

The chance to take University classes for free was one of the pluses when Scott Slocum was deciding whether to accept a job as user services specialist in the Carlson School of Management two years ago.

"I put in a dollar amount—for the tuition plus the convenience of taking classes on campus," he says. "It's harder to take a class if you're somewhere else. You're less likely to do it. So I doubled the tuition, just as a guess."

He took the job. And he started taking classes immediately. Most were in the Carlson School: organizational behavior, statistics, data base design. Another class was in computer science.

"The technology that's available and that I use wasn't available when I was getting my first education," says Slocum, a 1979 Carleton College biology graduate.

Besides the professional development classes, Slocum took two quarters of choir. "That's something I didn't do the first time around. Now I've been in college choir."

"We sang the *Brahms Requiem* with the Minnesota Chorale. That was the best—the best musical experience I've ever had."

Unlike his other classes, choir was in midday, and he enjoyed the break. "It broke the day up into two pieces. I still worked my eight hours plus."

The management classes not only helped him do his job better but also prepared him for a better job. In March he began as a programmer in the Division of Epidemiology's Nutrition Coordinating Center. He hasn't taken any classes while learn-

ing his new job, but he is thinking about a class for fall.

When people at the Carlson School saw that his classes were likely to lead him to a different job, they said in jest that taking classes shouldn't be allowed. But Slocum says he

made improvements while he was there. "I changed things, and those things are still changed. That value continues."

—Maureen Smith



Scott Slocum

## U opportunities

**If you're thinking about classes, here are some opportunities the U provides.**

### Regents' Scholarship Program

This program allows civil service and bargaining unit staff who work at least 75 percent time to take up to 10 undergraduate credits or six graduate school credits each quarter tuition-free. For an application and directions on how to apply, see your department's business manager, or call the Regents' Scholarship Program office at 624-9090.

### Academic Employee Tuition Benefit

Like the regents' scholarship, this program waives U tuition for academic faculty and academic professional and administrative staff. In both cases, only tuition is waived; you must pay late fees, course and special fees, books, laboratory fees, and other costs.

Certification forms are available in academic departments. Information on eligibility is available from Student Relations, 150 Williamson Hall (625-5333).

### Compleat and Practical Scholar courses

University employees who work at least 75 percent time can take noncredit classes—except Compleat Scholar Weekends—at half the regular tuition. Again, you pay any special costs or fees. For more information, call 624-8880.

### Out-of-pocket reimbursement

Sponsored by the Civil Service Committee, this program can help defray some of those special costs or fees. Civil service staff can apply for up to \$150 per year to reimburse out-of-pocket expenses as well as registration fees for seminars, workshops, conferences, or courses that develop skills needed for current or future positions.

More information about U educational opportunities can be found on the Web at [http://www.umn.edu/ohr/ecep/learning.htm#u\\_resources](http://www.umn.edu/ohr/ecep/learning.htm#u_resources).

## Sara Oxton: the MBA blues

By day, Sara Oxton is a development specialist with the Carlson School of Management. By night, she is an MBA student. In the meantime, she is the disc jockey on her own blues radio program, "Rock House," which airs Monday afternoons on KFAI, the local station also known as Fresh Air Radio.

A 1988 U graduate with a degree in Spanish and art history, Oxton began volunteering at KFAI in 1986. When the station's management discovered her interest in the blues, they asked her to develop a show. On it, she plays music from the station's record library as well her own extensive blues collection, which she estimates at about 2,000 albums.

An avid interest in the blues may seem a bit odd for an MBA candidate, but Oxton does not conform to any MBA stereotypes. Before coming to the University, she helped manage the James Sewell Ballet company, a nonprofit dance troupe, and hopes to return to nonprofit work once she completes her degree.

"I got to the point where I felt my on-the-job management training would be enhanced by formal training," she explains of her decision to enter the Carlson School's MBA program.

Oxton began the program winter quarter 1996 and has completed 28 of the 80 credits she needs for her degree. She has attended night classes, relying on her regents' scholarships to cover tuition. She also used scholarship money for the undergraduate business courses she needed to enter the master's program.

Meanwhile, she continues hosting "Rock House," and



Sara Oxton

building her own and the station's library of blues recordings. "KFAI is now nationally known for this kind of music," she says. "We're getting albums sent by labels from throughout the United States, and even Europe. It's gratifying to help build something like that."

—Richard Broderick

## Stacey Lohmann: musician-turned- educator for the deaf

A funny thing happened to Stacey Lohmann on her way to a music degree. Inspired by her job as a student worker in the Department of Disability Services, she took sign language as her secondary major. But she ended up loving sign—and her work—so much that she decided to pursue a graduate degree in deaf education.

When she became a full-fledged staff member in Disability Services as an academic assistance coordinator in 1994, she began using regents' scholarships to pay for two of her classes every quarter. That in turn has allowed her to graduate without taking out any student loans.

"If I hadn't had regents' scholarships as an undergrad, I wouldn't be able to afford to go on to graduate school," she explains.

She was able to take most of her classes in the evening or during non-working hours, but her department "was pretty good at letting me go during the day if I was taking a class," Lohmann says.

Although she plans to teach in a K-12 program, she's not sure yet what kind of school she wants to work in. "Right now I think I'd like to work in a mainstream program where deaf students are in the same classroom as hearing students," she says. "But I'm not positive. I might want to work in a deaf residential program."

Although there is some irony in a music major entering deaf education, Lohmann has not given up on the music. She played clarinet in the U's marching band and studied piano in the School of Music. She continues to play occasionally with the alumni band.

"It's something I enjoy doing, but don't expect to be involved professionally in any way," she says.

—Richard Broderick



Teresa Grant

## Teresa Grant: designing her degree

It was after she and her husband bought their home in 1991 that Teresa Grant found her calling. "I obsessed about my yard and its design," she remembers. "So I thought maybe I needed to go into something where I could use my creative side."

At the time, Grant planned to finish the horticulture degree she had begun at North Dakota State years earlier but had postponed when she married and began a family. Now, realizing her passion lay more in designing landscapes than in studying horticultural science, Grant called the University and by the following spring was taking her first class toward a degree in environmental design. She hopes to graduate next spring.

Grant, a 39-year-old mother of two, is a principal secretary for CHIP (Council for Health Interdisciplinary

Participation), a health sciences student organization. Being a mom and student as well as an employee hasn't been easy, she admits. "I envy some of the younger students, because when they leave class, they can go study. I can't open a notebook until later that night," she says.

An older student also has advantages, though. "I take it more seriously now," she says. "I think in terms of applying what I learn to a profession. I wasn't capable of that in my teens and early 20's."

Working with students is also a big plus, she says. "I'm surrounded by people who have set very high goals and are very supportive of me. Everyone understands what it's like to get ready for a test."

Because Grant's husband is also a student—he's studying for a master's degree in public administration at Hamline with none of his expenses reimbursed—the regents' scholarship has been critical.

"We couldn't do this without that scholarship," she says.

—Mary Shafer



Stacey Lohmann

# A place at the table: the Campus Club looks at its U role

## A venerable U institution may need to redefine itself to stay viable

Shortly before noon on a Tuesday in August, the lunch crowd hasn't yet begun to filter into the Campus Club's west wing. Only four early diners are here, concentrating quietly on their sauerbraten and potato pancakes or the torsk in lemon milk sauce that is today's heart-healthy entree. In a room that seats 200, the four seem adrift in a sea of large round tables and smaller square ones.

Already full, though, is the "physics table" across the hall on the Campus Club's north patio. Over the green-checked tablecloth, the banter of a half-dozen colleagues continues a departmental tradition that's probably older than anyone at the table. For decades, physics faculty members have come here for lunch, knowing they'll be in the company of congenial colleagues who share their academic and culinary tastes.

There are other departments like physics—chemical engineering, philosophy, and political science, for example—that have traditions deeply rooted in the Campus Club, which today occupies space on Coffman Union's fourth floor. "The political science department used to go to the Campus Club all the time," says political science professor Phil Shively. "We locked arms in a group and walked across the Washington Avenue Bridge."

Such traditions, though, may be eroding. Like similar clubs across the country, the Campus Club has been losing members steadily over the years. From a high of 6,000 in the early 1950s, its membership last year dropped to an all-time low of 1,350, as the Club fell victim to changing times and tastes. "It's a nationwide problem," says Campus Club manager Dan Fossum. "The single biggest reason for the drop is the aging of the membership."

Nearly as old as the University itself, the Campus Club is a separately incorporated organization that began as the "Faculty Club" in 1911, its charter members joining for an initiation fee of \$25 and paying annual dues of \$15, according to a history written by U professor Fred Butters in 1940. The male-only Club, housed for years in Nicholson Hall, moved into Coffman when the union was built. Always, it was the University's central spot for academic discourse and socializing, a place to spend time "playing billiards or bridge, correcting papers, and reading *Time* magazine," the *Minnesota Daily* reported in its February 9, 1940, issue. Some faculty even lived there. Indeed, until the 1960s, Coffman Union's sixth floor included 10 sleeping rooms; the fifth floor was a library and lounge, the fourth floor the cafeteria.

In those days, the Campus Club was such an integral part of faculty life, "it was almost obligatory to be a member," says Hyman Berman, a history professor who began his career at the University in 1961. When he arrived, "My senior colleagues introduced me to the Campus Club as the place where you could meet people from everywhere on campus for lunch and other activities. It was considered the place if you were going to be part of the community."

Today, the Campus Club still retains jurisdiction over the top three floors of Coffman. But much has changed. Some of those changes are for the better: membership has long been open to women, and, more recently, to all staff. The food is much more appealing than it once was. But only the fourth floor is now devoted to Campus Club use. To counter financial problems, the Campus Club board sublet the fifth-



Members of the Physics Department have congregated at the Campus Club for decades. Above, members share conversation at their north patio table.

floor space to the Minnesota Alumni Association; the sixth floor has been converted to University meeting rooms. So what remains is the dining service, and it is experiencing a lack of patrons for a number of reasons.

Berman, a former Campus Club president, believes the reason is a decline in institutional identification. Younger faculty "identify with a discipline, not with the institution," Berman says. "They're mainly gypsies who never unpack. So why form community? Then, too, there's the institution's pressure for scholarly performance. People don't have time for lunch or socializing. The result is a lack of institutional loyalty or identification, a sense that this is just a temporary place."

"It's rare to see young faculty there," agrees John Dahler, chemical engineering professor and president of the Campus Club board. "It's a nationwide phenomenon. Now, instead of going out, people bring their lunches and sit in front of their computer screens."

Phil Shively agrees, but adds that other campus cafeterias may also be stealing a portion of the old Campus Club crowd; the West Bank now has the cafeteria in the Humphrey Center and a new one at the Carlson School. Especially in bad weather, Shively says, it's easier to go to those places.

And while it seems true that the Club no longer holds the allure for younger faculty that it did for their predecessors, some still feel it's a vital part of academic life. Now in his 40s, chemistry professor George Barany says he's "gone regularly ever since I came to the U when I was 25. It seemed like an obvious thing to do. It's a refuge in the middle of the day. It's also a very good setting to transact business. You can have meetings without it being formal. It's absolutely vital that it be maintained in some way or form."

**"The Campus Club... was considered the place if you were going to be part of the community."**

**-Hyman Berman**

Even if you can't play billiards at the Campus Club these days, it's

still much more than a restaurant, advocates say. "This should be the place for U community," says physiology instructor George Bloom emphatically. Indeed, restaurants don't offer the same collegial environment, even though there are plenty of places to eat near campus.

"Our members say the Campus Club accommodates conversation very well," says Dahler. "You can have a conversation without screaming. And there's no pressure to leave the table."

And as they converse, Campus Club patrons do find more attractive dining options these days. The last few years have seen real efforts to offer better and more variety of food at a reasonable price (although

anyone can eat there, members—who pay a \$12.50 monthly fee—get a 20 percent discount on meals).

Still, "For people who sit in front of screens, changing salad dressing won't help," says Dahler.

What will? Over time, the Campus Club board has taken some steps to attract members. It has developed a more accountable reporting system, offered additional catering and membership discounts, and made it clear that this is a place for the entire University community. "The perception that it's 'faculty only' is really wrong," says Dahler. "We're very democratic. It's for all staff."

But the cash flow problems have remained, to the tune of about \$50,000 last year, with virtually no cash reserves. So this year, University administrators and Campus Club leadership took a new step. The starting point is a statement of agreement called "Framework for a Solution." The document recognizes the Campus Club as a "one-of-a-kind opportunity on campus for collegial interaction of University faculty and staff," of "vital and inherent value" to the University, and a "neutral enclave" for meetings. The document authorizes an advisory board composed of administration and Campus Club board members, and suggests mechanisms for reducing the Club's financial shortfalls. It does not include definitive solutions, but it does emphasize that the Campus Club exists in partnership with the University; however it works, the two are in it together.

"I expect that a viable Club will evolve out of our partnership with the University," says Dahler, who also believes that recruiting younger members to the Board will be an avenue to exploring what might appeal to younger staff.

One of the first hurdles is going to be the location itself. The reality is that if you're going to attract more business from the outside—say, with catering—you need parking. And that's something Coffman is sorely lacking. "Everything except lunch is tied to parking," says Dahler. "Retirees do eat here, but we'd have more if parking weren't such a problem."

Indeed, the entire union has suffered in terms of revenue. The renovation of Coffman appears inevitable, but no one knows for sure what that might look like for the Campus Club in the end. "We hear people find it a little tawdry," Dahler chuckles. "Actually, we find it comfortable. As we interpret it, we will still be in this space."

For now, members like Dahler and Bloom think there's no substitute for the venerable old space. "Come here and experience daylight," Bloom says. "You can watch the herons fly up the river."

—Mary Shafer



Photo by Tom Foley

## Fall fund drive:

### U gets ready

If you think fall means only that students are back on campus, think again.

It also means the University-Community Charitable Partnership is right around the corner. Doesn't ring a bell? It used to be called the Community Campaign, and it's the annual drive to raise funds that are distributed to a number of charitable organizations. Under the umbrella are agencies as diverse as the Salvation Army, the Harriet Tubman Center, and the Greater Twin Cities Youth Symphonies. This year's campaign begins October 20 and runs through November 14. The goal: to increase last year's 13 percent participation rate.

Clint Hewitt, associate vice president for planning, is chairing this year's campaign, which will be organized around 40 lead volunteers who will serve as contacts with their departments and units. Stay tuned.

### Who gets help

You never know. The person who benefits from a donation to the U-Community Charitable Partnership could be the person who works right next to you. It could be you.

In fact, many faculty and staff members benefit from services under the Partnership umbrella. Take staff members Jerry Rinehart and Peggy Mann Rinehart for example. Two of their three children are deaf and have multiple disabilities.

Ross, the 10-year-old, goes to summer camp and other programs offered by the Midway YMCA, which gets funding from United Way in St. Paul. "They have hired deaf folks to be counselors," his mom says.

Alison, 21, who is mentally retarded as well as deaf, is getting work experience through Northeast Contemporary Services in Roseville, also funded by the United Way. "It's a very new model for kids with disabilities. They're working in the community right next to their nondisabled peers," Peggy says.

Peggy is director of communications for general pediatrics and adolescent health. Jerry is director of undergraduate studies in the Carlson School of Management. "Nothing in Jerry's life would lead you to believe he has anything to do with the United Way," Peggy says. "It's amazing how many people benefit that you wouldn't even think of."

Both Rineharts say the Twin Cities area is an especially good community for families with special needs. "It has just been a wonderful place," Jerry says. "In the early part of our lives we were on the East Coast, and we've looked around at other places. One of the incredible things about this area is the services for kids with problems."

## Trend watch

### A look at issues that may affect the U and its staff.

#### University applications: the Net effect

More than a third of seniors applying to college for 1998 would prefer to fill out their applications online, reports the July 18 issue of *The Chronicle of Higher Education*. Citing a survey by a college marketing company called the Art & Science Group, the *Chronicle* reports that the number is up from 11 percent the year before. Only a few institutions offer the online option, however; many colleges are still trying to design inviting Web sites for prospective students, and figure out how to set up the data bases and networks necessary to handle information from online applications. As more colleges get on board, the biggest challenge, says the *Chronicle*, will be to figure out who's "going to answer all that e-mail."

#### Cases of transference

More than a dozen states are trying to force their public colleges to be more accommodating to transfer students, the same July 18 *Chronicle* reports. In June, Texas even enacted a measure requiring every public college to offer an undergraduate core curriculum that can be transferred automatically to any other public institution in the state. Other states have adopted similar measures. Although policymakers see it as a way to expand the role of two-year colleges, many officials of four-year colleges argue that such a blanket mandate infringes on their autonomy and ultimately undermines the

value of the degree conferred by their institutions, the *Chronicle* says. State officials counter that students who transfer into four-year colleges after earning associates degrees have proved just as capable of doing the work as students who entered as freshmen, and may be less likely to drop out. In Minnesota, a transfer agreement called the Minnesota Transfer Curriculum already exists among the state's public colleges and universities, says vice president for planning Peter Zetterberg. The big challenge here is that because all of Minnesota's public colleges and universities are changing to semesters, all existing transfer arrangements need to be redone, Zetterberg says.

#### In brief: about vacations

More than half of all vacation trips in the U.S. are now five or fewer nights away from home, reports a July 31 *New York Times* article by Edwin McDowell ("Vacations Shrink as the Pace of Life Accelerates"). In both 1996 and 1995, the figure was 52 percent, up sharply from 42 percent in 1986.

McDowell reports that this dramatic shift in Americans' travel habits grew out of the hectic pace of the downsized American workplace. "After years of painful restructurings and mass layoffs in U.S. industry, hordes of refugees from the corporate world have joined small businesses that offer shorter vacations, or they have started their own businesses and take even less time off," he says. Surveyed vacationers, though, say the main reasons are crowded, busy schedules at work and at home. When they do take time off, Americans

are increasingly stretching holiday weekends by adding personal days or just leaving the office at 1 p.m. on Friday instead of the usual 5 p.m., McDowell reports. He also reports that the tourism industry has responded to the trend with marketing and pricing practices to accommodate larger numbers of people vacationing for shorter stretches.

#### Lexicon for the new millennium

"Mastering the new millennialist lexicon" will be a key survival skill, says *The 500-Year Delta: What Happens After What Comes Next*, by Jim Taylor and Watts Wacker, excerpted in the June issue of *Wired* magazine. "An ear for idiom—and a knack for coining phrases" is the currency of today's futurists, the authors say. They cite the following as among the phrases that are defining the times we're in:

**Connectivity:** the result of the fusion of computing and communication; **Age of Access:** what we're in, in which connectivity drives toward the access of everyone to everyone; **disharmonious conjunctions:** nothing happens as part of a predictable chain of events; decision making is driven by random convergences; **glossofacillia:** tendency to use very large words to explain very small phenomena—natural instinct of reactionaries in an age of change; **multiple you:** the capacity to recreate yourself as the situation demands (e.g., John Wayne was loyalty-based, always strong and silent; Tom Hanks is deal-based, able to play roles from idiot savant to hero to AIDS victim; **privacy management:** as connectivity spreads, this is the ultimate status tool.

## CareerScapes

As another school year begins, University of Minnesota staff and faculty have an opportunity to learn new things—like career management. The Employee Career Enrichment Program offers workshops that help you discover what you love to do and explore ways of doing it for a living. Who knows? You might even be able to do it in your current position!

For dates and times, take a look at our online fall quarter schedule (<http://www.umn.edu/ohr/ecep>) or call us at 627-4033.

### NEW: Career Sampler

We've taken the best of our workshops and put together a four-week package. Learn about yourself and the world of work in a structured, supportive environment. You and your fellow participants will meet weekly and use a variety of exercises and self-assessment inventories to address your career goals. Bring your lunch; we'll provide the salad. \$20 fee due at first session.

### FIRST STEP: Introduction to Career Planning

#### Creating a Meaningful Work Life: In-Depth Self-Exploration

This interactive workshop is an overview of career planning. Participate in self-assessment exercises, learn what is important to you, and identify your ideal work situation.

#### U and Your Employee's Career: A Supervisor's Guide to Career Development in the Workplace

Many supervisors are concerned about career development - their own and that of their staff. Come explore ways to manage your career and support your employees as they manage theirs. The result could be improved morale and productivity.

### SECOND STEP: Self-Assessment

#### Exploring Your Interests with the NEW Strong Interest Inventory (SII)

If you want to explore a wide variety of career options, this is the instrument for you. Identify your interests and learn which careers best match your preferences. By the end of the workshop, you may have a list of new careers to explore. This is a two-session workshop. \$10 fee due at first session.

#### Self Exploration with the Campbell Interest and Skill Survey (CISS)

Get a framework for understanding your pattern of interests and skills, and compare your responses with those of professionals in selected occupations. This is a two-session workshop. \$10 fee due at first session.

### THIRD STEP: Implementing Your Goals

#### Marketing Yourself

To be competitive in today's marketplace, you need more than excellent credentials. You need to sell yourself to prospective employers. Learn how to use self-marketing tools (i.e. resumes, cover letters, interviews, and technology) to your advantage. We'll cover the basics of resume writing, handling difficult interview questions, and using technology to market yourself. Bring a resume if you have one. This is an excellent complement to our Job Search Strategies workshop.

#### The Career Plateau—Time for Reflection, Time for Renewal

No matter how creative, skillful, or experienced, we eventually reach a point in our careers where we feel less challenged, energized, and appreciated. Come explore this common phenomenon of the

"career plateau" and how you can manage it.

#### Job Search Strategies

Did you know that 80 percent of all job openings aren't posted in the paper? Learn how to explore the "hidden job market." Learn creative networking and marketing techniques that will help you find opportunities both inside and outside the University.

#### Resumania Online

Need some assistance writing a resume? Have a resume that you think needs revising? Well take a look at this award-winning online interactive workbook. It's designed specifically to help you assemble and evaluate your resume, and is available right on your computer. Just go to <http://www.umn.edu/ohr/ecep/resume>.

### TO REGISTER:

- Register online at <http://www.umn.edu/ohr/ecep>
- Send your name, phone number, campus address, e-mail address, and which workshop(s) and date(s) you will attend:
- e-mail: [ecep@tc.umn.edu](mailto:ecep@tc.umn.edu)
- fax: 627-4343
- mail: Employee Career Enrichment Program, 1313 5th St. S.E., Suite 220
- Call us 627-4033.

—Eric Schnell

Eric Schnell is a career counselor/Web site coordinator for the Employee Career Enrichment Program.

# September calendar



To find out more about individual U theaters, museums, and events, check out the new online events calendar at <http://events.tc.umn.edu>.

## SPECIAL EVENTS

### Sun., Sept. 7

■ **Early Autumn in Wolsfeld Woods**—Explore Wolsfeld Woods, one of the best remaining examples of native deciduous forest that once blanketed extensive areas of central and southern Minnesota. 9 a.m. to noon. Bell Museum of Natural History. Members \$8, non-members \$10. Paid registration deadline: August 26. FFI: 624-7083.

### Sat., Sept. 13 and Sun., Sept. 14

■ **5th Annual Flower and Garden Show**—Minnesota Landscape Arboretum. Saturday: 1 to 4:30 p.m.; Sunday: 11 a.m. to 4:30 p.m. Gate fees: \$4 per adult, 16 and over; \$1 for kids ages 6 to 15; kids 5 and under and members are free. FFI: 624-7083

### Fri., Sept. 19 and Sun., Sept. 21

■ **Andersen Horticultural Library Book Sale**—Annual sale of used books to benefit the arboretum's Andersen Horticultural Library. Thousands of books on hundreds of topics. 10 a.m. to 4 p.m.

### Thurs., Sept. 25 and Fri., Sept. 26

■ **Paint the Bridge**—Join student organizations and departments in beautifying the Washington Avenue Bridge. This painting extravaganza starts at 10 a.m. and ends at 4 p.m. Part of Campus KickOff Days. Meet on Washington Ave. pedestrian bridge in front of the Weisman Art Museum. Free. FFI: 624-8141.

### Sat., Sept. 27

■ **VALS 5K Walk/Run for Kids**—Third Annual VALS (Variety's Assistance Love & Support) 5K Walk/Run for Kids along the scenic Mississippi. All proceeds from this student-organized 5K will go to the Variety Children's Clinic. Sponsored by the Medical School. Pre-registration begins at 8 a.m. Race starts at 9 a.m. in front of the University Hospital. Registration fee: \$13 through September 20; \$15 after. FFI: 623-0869.

## EXHIBITS

### Goldstein Gallery. FFI: 624-7473

■ **Ink Clouds: The Calligraphy of Jin Seien**—This interpretive exhibition explores the aesthetic, cultural, historic, and social contexts of Japanese calligraphy, decorative arts, dress and textiles. Calligraphic work by Jin Seien, a master calligrapher from Yokohama, Japan, will be displayed with selected Japanese clothing, textiles, and decorative arts from the Goldstein's permanent collection and the James Serrin Obi Collection. At 84 years of age, this master, scholar, and teacher has invested a lifetime in the expression of his feelings through this art form. 241 McNeal Hall. Through October 12. Free. FFI: 624-7434.

### Tweed Museum of Art, UMD FFI: 218-726-8222

■ **Aristide Pappas: Paintings and Works on Paper**—A Duluth native of Greek ancestry, Aristide Pappas lived in the Duluth/Superior area from 1918 to 1951. His signature style combined the then-new formal abstract art with a highly personal and symbolic content. Through September 25.

■ **Sumi-E Society of America Annual Exhibition**—Members of the Sumi-E Society of America will participate in a juried exhibition sponsored by Ming Chiao, the Minnesota Chapter of the America Sumi-E Society. The Sumi-E Society was founded to foster an appreciation and understanding of Oriental brush painting and calligraphy, and to serve as a cultural bridge between East and West. Through September 28. (see story, this page)

■ **Asian Art: A Concise Survey**—Concurrent with the Sumi-E Society Juried Exhibition, the Tweed Museum will present an exhibition of Asian paintings, sculpture, ceramics and furniture from China, Japan, India, Korea, Southeast Asia. Through November 2.

## A brush with Sumi-E

In the late 19th century, far eastern art—especially the traditional Oriental brush painting known as "Sumi-E" painting—fired the European imagination and helped push Western painting in the direction of stylization and abstraction. Without this cross-fertilization, a host of postimpressionist movements, from Art Nouveau to Fauvism, might never have occurred.

Now, anyone interested in seeing contemporary versions of the art that inspired Gauguin, Cézanne, Matisse, and a host of other luminaries can take in the 34th Annual Sumi-E Society exhibition at UMD's Tweed Museum of Art.

Co-sponsored by the Ming Chiao (Minnesota Bridge) Chapter of the worldwide Sumi-E Society, the show features 115 paintings and examples of calligraphy

selected for the exhibit by renowned watercolorist and UMD professor emeritus, Cheng-Khee Chee, who will also choose the winning entries.

Although the art form originated in China, its name is Japanese—"sumi," which means ink, and "e," (pronounced as a long "a") which means painting. The earliest examples of the style date from the 3rd Century B.C. Over time it spread from China to Japan, along the way developing an aesthetic vocabulary of simplicity and spontaneity inspired by Buddhism and Taoism. In fact, during the Sung Dynasty, which many consider to be the highwater mark of Sumi-E painting, some of the most renowned artists were Zen monks.

Today the Sumi-E Society encourages artists to tackle nontraditional subject matter in this highly traditional ink-and-brush style, and the show at the Tweed reflects this effort. Among the paintings are

### Weisman Art Museum FFI: 625-9494

■ **The Weisman Sculpture Project**—This outdoor installation of Cave Shakikhan's project is the third and last in a series of commissioned sculptures for the museum's plaza. The commissioned program, designed to engage emerging Minnesota artists, is sponsored by the Jerome Foundation and the R.C. Lilly Foundation. Through October 6.

■ **Indian Humor**—This exhibit documents the contexts of humor among Native Americans of different tribes. Images in this exhibition will help both Indians and non-Indians redefine negative ideas and humorless approaches to viewing Native Americans. Opens Sept. 27 and runs through Jan. 4, 1998. Public Opening Day—Sept. 28: See the exhibition, enjoy refreshments, and attend free programs including *A Walk on the Wild Side*, a tour with Juanita Espinosa, director of Native Arts Circle, a statewide agency that promotes the work of Native American artists. Tour will meet at the information desk at 1 p.m. Opening day also includes the area premiere of *Iron Art Wagon* at 2:30 p.m., a film by Bonnie Lookaway.

## LECTURES, WORKSHOPS & CONFERENCES

### Tues., Sept. 16

■ **Complementary and Alternative Health Care: Options to Consider**—An overview of complementary care options for common disorders or diseases, this workshop is intended for all health care professionals interested in examining and using a full range of health care options. 8 a.m. to 4:30 p.m., Radisson Hotel Metrodome. Sponsored by the U's Center for Spiritual Care and Healing. FFI: 626-7600.

### Fri., Sept. 19

■ **Harassment in the Workplace**—This workshop presents guidelines for defining harassment, outlines strategies for dealing with complaints, and offers suggestions for creating a harassment-free environment. 9 a.m. to 4 p.m. 180-184 Management/Economics Building. Advanced registration required. Cost is \$275. FFI: 624-5525.

### Minnesota Landscape Arboretum FFI: 443-2460, ext. 4

All class registration by mail only.

■ **Free Houseplant Repotting Clinic**—Wednesday, September 3. 11 a.m. to noon.

■ **Gardening with Hosta and Companion Plants**—Sunday, September 14. 1 p.m. to 3 p.m.

■ **Designing Your Entryway**—Sunday, September 21. 1 p.m. to 3 p.m.

■ **Floral Watercolors Workshop**—Tuesdays, September 23 through October 21. 10 a.m. to 12:30 p.m.

■ **Ornamental Grasses for Minnesota**—Tuesday, September 30. 10 a.m. to 12:30 p.m.

## FAMILY ACTIVITIES

### Minnesota Landscape Arboretum FFI: 443-2460 ext. 227

Gate fees: \$4 per adult, 16 and over; \$1 for kids ages 6 to 15; kids 5 and under and members are free.

### Sun., Sept. 7

■ **Grandparents' Day**—One kid of any age who pays regular gate admission can get one grandparent in free.

### Sat., Sept. 27

■ **Fall Festival**—Annual fall extravaganza of activities for the whole family. 9 a.m. to 3 p.m.

Send calendar items by fax: 624-6369; by e-mail: [urelate@gold.tc.umn.edu](mailto:urelate@gold.tc.umn.edu); by mail: Kiosk, University Relations, 6 Morrill Hall. Deadline for October's calendar is September 15.



images and themes that will be familiar to anyone with even a passing knowledge of Chinese and Japanese art—landscapes featuring steep, pine-covered mountain slopes and misty valleys, nesting cranes, herons standing in reedy water, solitary flowers attracting solitary birds to their blossoms. But the show also offers a number of paintings that strike off in dramatically nontraditional directions, like

*Summer Day*, by Joan Lok, a portrait of a young woman lounging on a wicker couch, or Betzi Robinson's *Visions of Immortality*, a painting that is about an equal mix of Sumi-E and New Age spirituality.

But even the nontraditional works in the Tweed exhibit reflect the tension between delicate tonalities and confident brushwork typical of Sumi-E painting, while the more traditional paintings show that there are still surprising variations to be rung on the old subjects. The show continues through September 28 in conjunction with an exhibit of Oriental art from the Tweed's permanent collection. For more information, call 218-726-8222.

—Richard Broderick

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# Kiosk

The Newspaper by and for University of Minnesota Faculty and Staff

<http://www.umn.edu/urelate/kiosk/>

## CURTAIN RISES ON INAUGURATION WEEK

In a ceremony steeped in academic tradition, Mark Yudof will be formally installed as the University of Minnesota's 14th president at 12:30 p.m. Friday, October 17, in Northrop Memorial Auditorium. Before the ceremony, U faculty, administrators, and student leaders, as well as delegates representing other colleges and universities, will march in full academic regalia, following the presidential mace-bearer from the Basic Sciences and Biomedical Engineering Building to Northrop Memorial Auditorium.

The inaugural ceremony will culminate a week of celebration ranging from the festive to the solemn. Although the ceremony itself is by ticket only, faculty and staff can watch it on screens in Coffman Union, Blegen Hall, the Bell Museum, and the St. Paul Student Center. The ceremony will be followed by campus wide receptions at four locations.

Here's a look at inauguration week highlights. For more information, call 624-6868 or check out the inauguration Web site at [www.umn.edu/urelate/inaug](http://www.umn.edu/urelate/inaug).

### Inauguration Schedule

#### MONDAY, OCTOBER 13

##### Beautiful U Day

Day one of what will actually be a long-term effort to clean up U buildings and grounds. First target: the Washington Avenue Bridge walkway, where faculty, staff, and students are invited to wield paintbrushes to restore the bridge's marred face. Meet at 8:30 a.m., east end. Lunch will be served to participants from 11 a.m. to 1 p.m. For more information on how to take part, call 624-5765. At 3 p.m., senior vice president JoAnne Jackson and Regent Jessica Phillips will scale the St. Paul campus water tower to solicit support for Take Pride in U.

#### TUESDAY, OCTOBER 14

##### Academic Health Center Day Noon-3 p.m.

Tour the new Basic Sciences and Biomedical Engineering Building and visit nearly 40 displays of biomedical marvels.

#### WEDNESDAY, OCTOBER 15

##### Receptions for staff and students 11 a.m.-1 p.m.

Have an ice cream sundae on the U at Northrop Mall or the St. Paul Student Center.

##### Evening on the Mall 5-8 p.m.

Displays will include the U's solar car and birds from the Raptor Center. Then, at 6 p.m., the U's marching band will perform. At 7 p.m., come on inside Northrop Auditorium to see the Physics Force, a group of physics professors and high school instructors who conduct riotous experiments and demonstrations (see story).

#### THURSDAY, OCTOBER 16

##### Presidential panel: "The Future of the Large Public Research University" 2-4 p.m.

University presidents from around the country discuss their impressions of the future. The panel will be held at the Proscenium Theater, Rarig Center, and include presidents Lee C. Bollinger, University of Michigan; James M. Rosser, California State University; Graham B. Spanier, Pennsylvania State University; and Admiral B. R. Inman, from the University of Texas at Austin. A reception will follow in Rarig's lower lobby.

#### FRIDAY, OCTOBER 17

##### Academic procession 12:10 p.m.

Academic procession begins in front of Basic Sciences and Biomedical Engineering Building and proceeds to Northrop.

##### Installation ceremony 12:30-2 p.m.

The actual installation ceremony takes place at Northrop Memorial Auditorium. Additional viewing sites are Coffman Memorial Union Theater, 150 Blegen Hall, Bell Museum auditorium, and St. Paul Student Center theater.

##### Campus-wide receptions 2-4 p.m.

Receptions follow the installation ceremony at Coffman's Great Hall, the Weisman Art Museum, the Basic Sciences Building, and the St. Paul Student Center's Minnesota Commons. Food, music, and fun; open to all faculty, staff, and students.

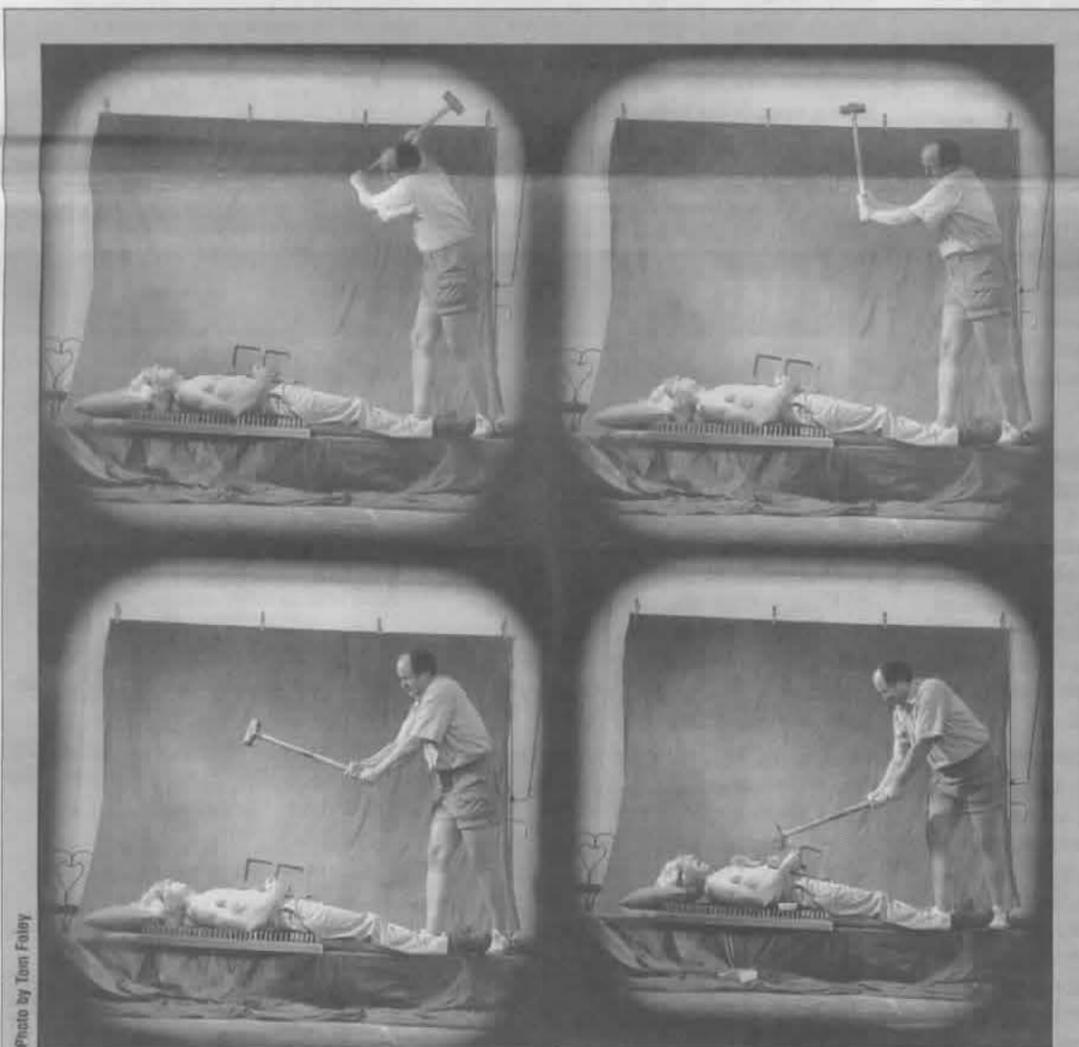


Photo by Tom Foley

Step right up and see physics faculty member Dan Dahlberg and his colleagues perform death-defying feats of brute strength—and physics—when the Physics Force performs at Northrop Oct. 15 as part of inauguration week festivities. Dahlberg's lucky victim, reclining between a concrete block and a bed of nails in the above photo, is Mounds View physics and chemistry instructor Jon Barberg. The performance is at 7 p.m.

### On this stage: the irresistible Physics Force

Talking to Dan Dahlberg, you'd never think the likable, Texas-twanged physicist would go after a colleague with a sledgehammer. But there he stands, wielding the heavy implement with skill and obvious intention as Hank Ryan, a physics and chemistry teacher at Mounds View High School, lies motionless on a bed of nails with a concrete block on his chest. A moment's

aim, a mighty backswing, and Dahlberg brings the sledgehammer crashing down on the hapless block, smashing it to smithereens.

"Good one," says Ryan.

So ends another demonstration by the Physics Force, a group of dedicated teachers who bring the laws of physics out of the realm of esoterica

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The purpose of *Kiosk* is to contribute to a sense of community among University of Minnesota faculty, administrators, and staff by providing information on current, upcoming, and ongoing issues relevant to major institutional decisions; providing a forum for dialogue among administrators, other governance structures (e.g., Senate, P&A Advisory Committee), and faculty/staff; providing information on the regional and national events affecting our community; visibly honoring the work, lives, and accomplishments of faculty, staff, and administrators; providing information, such as professional tips, that will help the work of faculty, staff, and administrators; and adding to accessibility of other information available via Gopher, electronic bulletin boards, and newsletters.

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## FACULTY CONSULTATIVE COMMITTEE

### What's wrong with our health insurance?

You've recently gotten "U and Your Benefits" describing health insurance changes, so you know that we have received some seriously bad news. Those of us who have used University of Minnesota physicians through Medica Premier or HealthPartners Classic no longer have those options. Access through the State Health Plan will be possible, but only at a major increase in cost.

Many faculty and staff have responded to this insurance change with forceful accounts of what the changes will mean for them and their families or partners.

This column excerpts some of their emails to focus attention on the serious issues we face.

#### Instability of care:

"...constantly changing physicians is managed care LESSNESS or MISmanaged care and cannot possibly be cost efficient. Few doctors would risk malpractice by accepting the test result and medical treatment history summaries from someone they don't know, so tests are repeated. Nor is this constant change effective medicine since patient-physician relationships built on trust, confidence, and comfort have EVERYTHING to do with good health service delivery including preventive and treatment outcomes."

#### High cost:

"I...just opened my mail to discover that I will have to pay \$213 a month to stay with the University of Minnesota as my primary care. This is DISGRACEFUL....Do you realize that the grad students health plan... is very much better than the plan now available for faculty if they wish to use our own medical school."

#### Poor protection while traveling:

"Most faculty routinely travel...out of state and out of country. Sometimes they work for weeks, even months, from a different location. This travel is necessary to fulfill requirements of being a contributing faculty member of a university. Short of incurring traumatic injury or life threatening, acute illness requiring emergency care and hospitalization, more often than not, the patient is required to find a phone to contact the carrier for permission to seek emergency care in order to be assured of coverage. The alternative for the same assurance is to hop a plane and return..."

#### Poor coverage in full or phased retirement:

"We are among the faculty who have opted for phased retirement, which includes continued health benefits. But with the current policies, we are in effect seriously disad-

vantaged because our plans do not "travel." Unless a faculty member continues to live in the Twin Cities while "phasing" or upon retirement, University of Minnesota health plans will only pay for emergency care. This means that we cannot receive any "normal" health care unless we travel to Minneapolis to get it from our regular providers. And the health providers decide what constitutes an emergency."

Other points included loss of ready access not only to U of M physicians but to those at other top Twin Cities hospitals.

This situation is not the fault of Employee Benefits or the University administration. We have for many years gotten our health insurance through the state employee benefit plan. The U of M does not have a seat at the bargaining table, and other state employees have different needs and preferences than ours.

In the long term, we may have to withdraw from the state plan and negotiate our own contracts, a process that will not be easy. Faculty governance is working with the AAUP to explore short-term as well as long-term solutions.

—Victor Bloomfield, chair,  
Faculty Consultative Committee

## CIVIL SERVICE COMMITTEE

### Cavalier to begin as CSC chair

Don Cavalier will become chair of the Civil Service Committee on October 1. A member of the Crookston campus, Don is encouraging more employees to become involved in the committee's planning process. Please let the committee know your concerns about civil service issues by sending an e-mail to [csc-list@tc.umn.edu](mailto:csc-list@tc.umn.edu). The committee would also like to thank Susan Carlson Weinberg for her great job as chair this past year and a half. Sue brought more awareness of the committee to all units of the university during her tenure. Thanks Sue!

### Compensation plan approved

An across-the-board salary increase of 2.75 percent, retroactive to July 1, has been approved by Human Resources for all civil service employees. Those employed before January 1, 1997, will receive an additional 2 percent pay increase on January 1, 1998. Salary ranges are also being increased by 2.75 percent to the minimum and 4.75 percent to maximums.

The compensation plan is the result of a process that began when the Civil Service Committee's compensation sub-committee began meeting last spring with Human Resources. The initial plan was for a 2.5 percent across-the-board increase with some market adjustments. By July the Civil Service Committee voted on a plan for a 3 percent increase that was rejected by Human Resources. After the AFSCME tentative settlement, we were able to ask for 2.75 percent across-the-board with a 2 percent step increase. The market increases were taken out of the plan because of the cost, and will be given when a pay method can be worked out. This plan still needs to be voted on by the Civil Service Committee. See the Web site for details, <http://www.soecsci.umn.edu/civilser>.

—Linda Smith

### Committee volunteers needed

Opportunities to serve on University committees are available to civil service staff. Most of these opportunities are to complete the terms of members who have changed job responsibilities and can no longer

serve. Participating on University committees has been a valuable experience for many, providing the chance to shape policies, work with other staff and faculty, and have a voice in the University.

If you are interested in applying, or know of someone who may be interested, please contact Richard Haney at [rhaneys@d.umn.edu](mailto:rhaneys@d.umn.edu).

—Dick Haney

## Letters

### If the mountain won't come...

The September issue of *Kiosk* spoke about the current and consistent problems of the Campus Club. Relating the history and intent of this institution brought to mind that, in fact, the statement defining the Campus Club as a "one-of-a-kind opportunity on campus for collegial interaction of University faculty and staff" is wrong, as are many of the "reasons" put forth for the declining membership.

I believe that I belong to the current iteration of the "campus club": the rec sports center. Everyday, in the locker rooms, the weight rooms, the racquet courts, the swimming pool, the basketball courts, and even the hallways, University faculty and staff are interacting collegially. From every college, department, and program, faculty and staff take advantage of the first-class recreational facility that the University has provided for us.

I propose that the best future for creating the "one-of-a-kind" facility that our campus club should be, is to combine the current restaurant/meeting rooms and the rec center. How this could be done, I don't know. Can a floor be added to the the current rec center structure? An adjacent building? Whatever the answer, this would update the campus club idea.

If the people won't come to the Campus Club, bring the Campus Club to them.

Jack Stack  
Development Director  
School of Dentistry

### Parking hassles

I am writing this letter with respect to Parking and Transportation Services. I have certain questions regarding their space allocation policies and their overall role at the University:

- How do they explain the fact that faculty need to wait so many years to get a place in the Harvard ramp? The joke is that, at the current rate, a convenient parking space won't be available for many of us until after we've retired.
- How do they explain the fact that visiting postdocs or dentistry patients can park at the Harvard ramp while faculty in ECE and CSE continue to wait?
- How do they explain the fact that people leaving the University can sell or transfer their spaces instead of returning them to the common pool?

Their policies with respect to point (b) and especially with respect to point (c) seem very ill-conceived. After five years with the University, I still walk a mile each way between a distant parking ramp and the department. Although walking is good exercise, it's not the role of Parking and Transportation Services to try to keep us fit. It is, in fact, extremely inconvenient, and when hosting visitors from governmental and funding agencies, also an embarrassment (especially in winter).

As things now stand, my best advice to prospective faculty members is: "Negotiate your parking space first, then worry about your salary."

Nikos Papanikolopoulos, Associate Prof.,  
Computer Science and Engineering

## Of inaugurations past

Though rich in tradition, U of M presidential inaugurations are by no means carbon copies of each other. They have reflected both the presidents and the times in which they served, with some interesting twists of fate thrown into the mix.

The first presidential inauguration was held at the height of the Christmas season when **William Folwell** took the oath on December 22, 1869. But **president #2, Cyrus Northrop**, chose spring. In fact, he was inaugurated on the afternoon of June 10, 1885, and guests were invited to attend commencement ceremonies the next morning. The inauguration of **president #3, George Vincent** in 1911 was the most elaborate at the time, with three days of festivities that included, according to archive notes, "a monster torch-light procession of alumni and students," on Tuesday, October 17. An estimated crowd of 6-8,000 marched and carried torches, and 500 women students "in fancy costumes bearing lighted Japanese lanterns executed a beautiful and unique drill. The lanterns of the dancers," the notes con-

clude, glowed like "a myriad of huge fireflies."

For his part, and in deference to the times, **the fourth president, Marion Burton**, had no formal inauguration. Instead, announcements sent in 1918 proclaimed that, "Owing to the war, and at the request of President Burton, the customary formal celebration was reluctantly abandoned."

**Malcom Moos (#10)** was inaugurated just a month after the murder of Martin Luther King in 1968. Civil rights protesters tried to block entrances to Northrop the night before the inauguration during a speech by national security adviser McGeorge Bundy. Protesters also walked on stage during an inauguration-related speech by former CIA head Carl Rowen.

In 1974, **Peter Magrath**—who succeeded Moos—called for a "simple, low-key" inauguration. The staff complied, but the weather didn't: Although no special events were held, a November snowstorm descended on participants as they marched in their academic regalia from Walter Library to Northrop.

## Physics

continued from page 1

and put them squarely on center stage. Drawing on 200 individual demos in their repertoire, they use such everyday objects as soda straws, wine glasses, spoons, and fire extinguishers to show how the laws of physics work, explaining the physics as they go. The group has wowed audiences from elementary schools to Epcot Center. On Wednesday, October 15, they'll add a dash of physical fun to inauguration week, with Mark Yudof himself joining the group on stage in Northrop Auditorium. What role the new president will play, however, remains to be seen.

Dahlberg credits the group's existence to the late Phil Johnson, the demonstration coordinator for the U's physics-teaching classrooms. About 15 years ago, Johnson met Ryan and Jon Barber, also a physics and chemistry teacher at Mounds View High, and decided to pursue the idea of a physics demo show for high school students. They recruited Osseo High School physics teacher Jack Netland and put together a series of demos; during their second year, they asked Dahlberg to join them.

"Over the next several years, we developed six shows," says Dahlberg. "Each show has a theme—electricity and magnetism, mechanics, fluids, thermodynamics, light and optics, and waves and sound."

The bed of nails/sledgehammer stunt is part of the mechanics show. It illustrates how an object's mass—or, as Dahlberg defines it, "stuff—the more mass, the more stuff"—influences its behavior. If a bed of nails has enough nails, a recumbent person's mass will be evenly distributed over the points. With no large mass bearing down on any one nail, the person's body will never impale itself. As for the sledgehammer blow, when the energy of the blow is absorbed by a large mass like a concrete block, little energy is left over to hurt the person lying beneath it.

A similar demo involves swinging a base-

ball bat at a baseball and at a heavy, basketball-sized medicine ball. The baseball, having a small mass, can absorb little of the blow's energy; the rest of the energy sends the ball flying. The medicine ball, however, absorbs much of the blow and so travels about as far as your average foul tip.

The Physics Force got a big boost in May 1990, when the American Association of Physics Teachers met in Minneapolis and Johnson arranged a performance in Willey Hall. The audience watched as the team showed how well-prepared demos can take the mystery—and the boredom—out of the learning process.

"The crowd went wild," says Dahlberg. "We got a standing ovation."

More than that, the PBS show Newton's Apple filmed the performance and sold the video to physics teachers. Next thing they knew, the Physics Force was being booked everywhere. 3M asked them to entertain participants in its Wizard Program, which sends employees into schools to interest young people in science. The American Institute of Physics booked them for a show in Alexandria, Minn. They also did a spot on the German

equivalent of Newton's Apple, the Know-How Show (which comes out "Knoff-Hoff" in German), and in July they performed at Epcot Center. Dahlberg has no idea how big an audience saw them at Epcot because they performed on an outdoor stage for people walking by, but he says the Know-How show regularly reaches more than 30 percent of the viewers in its prime-time slot.

All this success aside, the most amazing thing about the Physics Force may be its ability to keep going in spite of its members' numerous other commitments and

one major setback, the sudden death of Johnson in 1994.

"When Phil died, there was an undergraduate, Fred Orsted, working with him," says Dahlberg. "He took over Phil's job in demos. Then another undergraduate, Aaron Pinski, started helping Fred." Orsted and Pinski, now science teachers in metro-area high schools, are still part of the group, whose membership stands at six.

Undoubtedly part of the group's drive comes from the sheer fun of it. When you're being dropped from a 20-foot scaffold and you have to catch a billiard ball in mid-air, there's a certain thrill that every performer can identify with. (That demo shows how an object being shot horizontally will fall to the ground just as fast as an object dropping straight down.) Or imagine the fun of sitting on a cart and blasting a fire extinguisher to propel yourself across a stage (because for every force, there's an equal and opposite force). But even more, the Physics Force thrives on the chance to help young minds realize the joys of physics.

"We did a show at Parkview Elementary School in Roseville," recalls Dahlberg. "It was the last thing in the school day on a Friday about two weeks before Christmas. The show lasted an hour and 10 minutes, but even the kindergartners stayed engrossed. We also were doing another show at the school that evening, so we told the kids to come back and bring their parents."

Little did they expect the response: That night, the auditorium was packed with families, and kids were explaining to their parents what was happening.

"That was really special," says Dahlberg. "I had always argued that if we waited till kids are in high school to show them that science and math are fun, interesting and exciting, we've already lost the battle. I'd like everyone to realize that it is as much fun to exercise your mind as it is to exercise your body."

—Deane Morrison

**"If we wait until kids are in high school to show them that science and math are fun, interesting, and exciting, we've already lost the battle."**

—Dan Dahlberg

The Civil Service Committee unanimously approved a **compensation** plan that includes a 2.75 percent across-the-board increase for all employees effective July 1, 1997, and a 2 percent increase January 1, 1998, for employees beginning employment before January 1, 1997.

The plan also encourages in-range adjustments and promises a market study to review civil service job families and move salaries toward market over a three-year period. The final point on which agreement was reached was the option of a vacation payout for all staff, up to the amount of one paycheck.

**Withdrawal of Medica Premier** as a health insurance option for faculty and staff has created great concern. A subcommittee of the Senate Committee on Faculty Affairs, headed by Richard McGehee, is looking at the long-term issue, and a group headed by David Hamilton is working on the urgent short-term issue. Watch for more in next month's *Kiosk*.

President Yudof presented his **historic preservation and capital spending plan** to the regents last month in Crookston. The plan calls for investing \$733 million over four years to preserve historic areas and modern classroom and lab space on all four campuses.

Highlights for the Twin Cities campus include designating Northrop mall as a University Historic District; investing to preserve the north end (around Northrop) and rejuvenate the south end (around Coffman) with housing, parking, and student space; and updating Walter Library with the latest in digital technology. A new library would be built in Duluth and a new science and math center in Morris. Older buildings at Crookston would be modernized to meet expanded program needs.

**The supplemental state investment proposal** for 1998-99 was also discussed. The proposed request of \$27.5 million is in three parts: \$13 million for faculty and staff salary increases, \$10 million for academic initiatives, and \$4.5 million (nonrecurring) for classroom improvement.

**Three new vice provosts** have been named to the staff of Provost Bruininks. Norma Allewell, professor of biochemistry and previously vice provost for arts, sciences, and engineering, will become vice provost with responsibilities in graduate and professional education.

Ann Hill Duin, professor of rhetoric, will assume lead responsibility for relations with the Minnesota State Colleges and Universities and with state agencies and committees with responsibility for higher education.

Robert Jones, professor of agronomy and plant genetics and previously assistant vice president for minority affairs and diversity, will take lead responsibility in faculty development and coordination of the tenure review and promotion processes.

**Dale Bower**, a State University of New York (SUNY) administrator, has been chosen as the first provost of the University Center Rochester, a joint program of the Minnesota State Colleges and Universities and the U. She is now vice president for academic affairs at the SUNY College of Technology in Canton, N.Y. Bower will be invited to President Yudof's monthly cabinet meetings, Yudof said during a visit to Rochester last month.

New at the U:

# Program aims to help staff feel welcome

Chris Roberts came to the University in April as director of communications in the Academic Health Center. Ben Gribbon came in June as a Transportation Studies coordinator.

Both say they love their jobs, were warmly welcomed in their units, and are excited to be here. But something was missing.

Except when she took the initiative herself, Robert says, nobody did anything to connect her to the University as a whole. "I feel my job is to help the University of Minnesota be successful. That's what I do here. I can't do it as well as I want to if I'm not connected."

"My own job I understand perfectly," Gribbon says. Beyond that, however, he wants to know his role within the University, what rules apply to him, and what resources are available. "We're all employees of the University, and it seems I should be told something about it. I have worked for a couple of other universities, so I have a fairly good idea of what I have not been told."

On average, 300 new employees join the University every month. To help them feel more connected, this fall the University is hosting its first-ever orientation session for all new employees. Although Human Resources has offered orientation sessions before for civil service and bargaining unit employees, the October 14 event will mark the first time that faculty and P&A staff—like Roberts and Gribbon—have been included.

Roberts had just received her invitation when she was interviewed for *Kiosk*. "This goes a long way" toward giving her what she has wanted, she said. Gribbon hadn't heard about the orientation. "Great! That would be nice," he said.

"When we talk about this, people say 'Bravo. Wow. It's something that should have been done a long time ago,'" says Bob Fahnhorst, acting director of Employee Benefits.

Sessions will be offered the second week of every month on varying weekdays, to make it possible for more people to attend. The October 14 program, from 8:30 to 11 a.m. in the Donhowe Building, will be capped off with a tour for anyone who is interested.



Chris Roberts

The orientation will combine the fun and festive with the serious. Goldy Gopher will greet participants, the room will be decorated with balloons and banners, and an opening presentation will include Garrison Keillor on videotape praising the University as "one of the glories of the state."

Other presentations will cover critical policies (for example, sexual harassment and the drug-free workplace), health insurance benefits, retirement plans, the Employee Assistance Program, and professional development opportunities.

The program will end with an information fair, which will include a table on grants management for faculty, a demonstration of the Web page for new employees, and an opportunity to ask questions about parking, payroll, benefits, Regents' Scholarships and the Academic Staff Tuition Benefit Program, and more.

Executive assistant Betty Gilchrist, who, with Fahnhorst, is putting together the orientation, says that after offering the program once, they will look for ways to make it better. "We want to keep it fresh and exciting each month," says Gilchrist. "This thing is going to be very dynamic. We'll make changes as we go on," Fahnhorst says.

Welcoming new employees is also an issue for individual departments, however, and both Roberts and Gribbon say their own

units have been models in that area.

"The people here were fabulous," Roberts says of the Academic Health Center. "It was two weeks before they let me walk around unescorted. They were afraid I'd get lost, and rightfully so. It's probably the nicest thing they did for me, taking that time to walk me to meetings."

"To tell you the truth, the things that make somebody feel most welcome really have to do with the job itself," Gribbon says. "When I got here, my office had been cleaned out, and all the files that I would need had been organized and color coded. The office had established a 20-minute meeting schedule with me for each person in the office. It took several days to go through all of them."

"When I walked in I felt that they had been anticipating my arrival. That is really much more important than taking someone to lunch," he says.

Not that people don't like to be invited to lunch. "I very quickly got into a group of people who go out to lunch every day," says Richard Rees, who started in June as a research associate in astronomy. In another welcoming gesture, his colleague Chris Cornuelle "let me stay with him while I was searching for a place to live."

"Everybody's been so nice. I have to comment on that," says Deborah Lavoie, who began in August as a program secretary in school psychology. "It's a very friendly atmosphere."

Still, there are frustrations. For Lavoie and others, the big one is parking. "I park off street over by Dinkytown. I just sort of wing it. I get here pretty early. When school starts it will be harder," she said in August. "I tried to get into the Fourth Street ramp. I have to wait for a year and a half."

"I work in a building with a parking garage

attached to it, and there is a 10-year wait," Gribbon says. "I drive past my office and park out in the middle of nowhere. The problem wasn't that so much as that I couldn't find out. I finally found a couple of people who turned out to be real nice and did what they could. Their hands were tied."



Ben Gribbon

Rees would have liked some help in finding housing. "The housing office is very much oriented toward students, not so much toward new staff types," he says. "The apartment complex I'm in, I didn't get any clue about it from the housing office."

Laurie Locust, who started in July as a purchasing assistant in Facilities Management,

was signed up for Facilities Management's own orientation in September but says sooner would have been better. "It's kind of been on my own," she says.

Gribbon thinks it would have been helpful if he had been "automatically set up with an appointment" to talk about his benefits, as happened when he worked at the University of South Florida. "I'm without benefits because I've put it off," he says.

Still, he says, "the University environment is terrific. Being here is nice enough to override any problems."

"The University is a lot warmer than it's given credit for," Roberts says.

"Everywhere I went, people smiled. That's not only the people here at the Academic Health Center but around the University, like the parking people. They were just as nice as they could be."

"The punch line is I love it here," Roberts says. "It's an honor to be part of the University of Minnesota."

—Maureen Smith

## On being the new kid

My first day on campus and I feel 18 again: It's 1984 and I'm a freshman in Pittsburgh, walking around Duquesne University with this dumb look on my face. "Where am I going?" "Ooops, another wrong turn."

Then I look into the baby face of a student and I wake up. Those 13 years I thought I had lost come back in one "reality bite" moment. Still, I can't shake the butterflies in my stomach when I see my new home at the U. Ahh, there it is: 6 Morrill Hall. I open the door and walk in with a brilliant smile and shaky knees.

"Hello, I'm Venita Robinson, the new University News Service representative."

Those within ear shot politely answer, "Welcome!" My co-workers surround me like I am a queen bee. After shaking hands and hearing a flurry of names, I'm shown to my new throne. My desk is right by a window and directly in sight of anyone who walks in with a question. Of course, I have no answers; I'm the new kid.

Just the other day I was a reporter and producer for All News Channel, the national network of Hubbard Broadcasting,

which owns KSTP. I was the host for two shows and I didn't have one second to spare.

During the first month on this new job, the fast drum beat of my life changes into the cool rhythms of a jazz trio. Now I am learning the ropes with no pressure or deadlines to worry me. A month later, the pace picks up. Now that I have a clear definition of my duties, it's my responsibility to get the job done.

I am a mediator with the media. It's my job to connect reporters with great stories about the U and its students and faculty. That means I have to know what's going on in several colleges and departments. Keeping up with the amazing research, projects, and accomplishments at the U is like playing catch-up when you're 10 miles behind in a 26-mile marathon. My co-workers and boss give me some pointers: read a stack of newspapers, call department heads frequently to touch base, and bend the ears of as many reporters as I can with my fabulous pitch about the "beautiful U."

The formula seems to be working. Some of my projects have popped on the radio, television and in newspapers. I'm feeling more comfortable in the office and I actu-



Venita Robinson

ally know where I'm going when I walk around the U. I haven't figured out the tunnel system yet, but you can be sure I will before December. I'm even thinking about turning in my

Pittsburgh Steelers' terrible towel for a big "M" sweatshirt.

There is one problem, though. Who created University titles that could stretch the full length of the Mississippi River? "The University of Minnesota's School of Kinesiology and Leisure Studies," for example, totally disrupts the perfect flow of my press releases. And here's another thing: the hierarchy of who's who and who reports to what department and which office is in charge of what program...is mind boggling and tongue twisting.

Despite those two hangups, the transition from being a regular "Joe" to the enviable position of University of Minnesota employee is nearly complete.

Now all I need is for someone to tell me where to park!

—Venita Robinson

## And how was your (first) day?

Do you remember your first day or your first weeks at the U? What did people do to make you feel welcome, or what didn't they do that would have helped?

Whether you've been here for 30 days or 30 years, maybe you have some ideas about what could be done for new employees, either informally or in the orientation program. We'd like to hear about them. Write to *Kiosk* at 6 Morrill Hall, Minneapolis 55455, or [urelate@gold.tc.umn.edu](mailto:urelate@gold.tc.umn.edu).

# 'Take Pride in U' gathers momentum

Since it was launched last month, the Take Pride in U campaign has steadily been picking up steam.

For most faculty and staff, the first opportunity to participate will be "Beautiful U" Day, scheduled for October 13—the Monday of inauguration week. In what the steering committee is affectionately calling a "recycling extravaganza," everyone is invited to clean out their files and recycle the contents. The goal is to recycle more paper that day than the U normally does in a quarter: 200 tons.

Beyond October 13, a full-scale building cleanout is planned for the entire campus. Office paper you didn't get rid of before, magazines, books, electronic equipment, cardboard, trash, and bulky items (furniture or appliances, for example) will be hauled away on carts provided for each building by Facilities Management. This is a longer-term project, expected to take until May 1. Don't put that old calculator outside your door yet; a master schedule for building clean-out is being developed, and you'll be notified when it's your building's turn.

Meanwhile, we've been overwhelmed with the number of responses to our request to hear about campus spots that need sprucing up. If this is any indication, the campaign seems to have struck a chord. We don't have space to print all the ideas we got, but here are some, as well as responses from Take Pride in U committee chair Phil McDonald. All suggestions have been passed on to the committee, and you can check out developments at the Web site <http://www.cbc.med.umn.edu/pride/>. And if you'd like to be personally involved, call 624-5765.

Here's a sampling of what you said.

## East Bank buildings: tales of true grime

The elevator and hallways in Johnston Hall are really messy, dirty, and ugly, especially ground and first floors.

Judie Cilcain  
Executive Secretary,  
Office of Planning and Analysis

One important way to beautify the U—especially Burton Hall—is to clean the windows. I do not believe the windows have been cleaned for several years, at least not in my corner of Burton Hall. Seriously, clean buildings and windows can help the image of the campus. I hope that this will be one of the priorities.

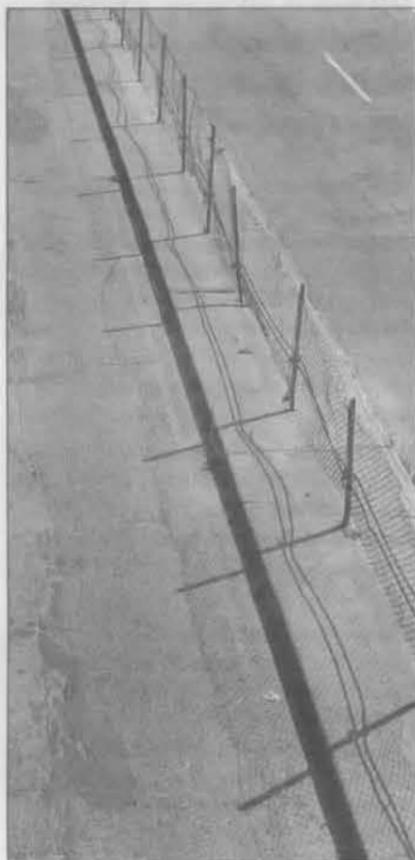
Sunny Hansen  
Professor, Educational Psychology,  
Burton Hall

The walls in the men's first and second floor bathrooms in Smith Hall are a nightmare of depravity. It makes me sick to use them and I have been trying to get them cleaned up for years. The same is true of the first floor rest room in the Union.

Peter W. Carr  
Professor, Chemistry

One major sore spot is the vending area in the basement commons area between Architecture, Civil Engineering and Shepherd Labs on the Minneapolis campus. The concrete triangle (was it meant to be a planter once?) acts as a giant ashtray. Really disgusting!

Darlene C. Joyce  
Center for Interfacial Engineering



U spots to note (clockwise, from left): the Washington Avenue chain link fence, where a re-do is scheduled; looking out a grimy window; a butt-filled concrete area on the East Bank; oft-suggested people-friendly benches; and bike racks.



## Response:

Many of the building-specific sore spots—like those mentioned above, as well as those discussed in numerous meetings with building captains—have been addressed, says Take Pride in U chair Phil McDonald.

Although some of these problems relate directly to long-standing underfunding of U custodial services, McDonald says he's optimistic that we'll see a more responsive, flexible custodial program, able to prioritize services on a building-by-building basis.

## Sores outdoors

Each day I pass by the fraternity on the corner of Church Street and University Avenue. All too often their large brown garbage collector is "parked" right next to the sidewalk. It frequently stinks to high heaven (especially in the warm months) and there are sometimes broken liquor bottles and empty beer cans lying around.

The sidewalk itself RARELY gets shoveled around that frat in the winter, and frequently the sidewalk is dirty and garbage-

ridden all throughout the year. I don't know if this is under the jurisdiction of the U of M, but I doubt the stench and dirt are conducive to promoting [our] image.

Lori J. Gilbertson  
Adviser/communication specialist,  
University College

## Response:

Although this spot isn't directly under the U's care, McDonald says this comment was relayed to the Interfraternity Council office, which has a representative on the Take Pride in U committee.

Can anything be done about the ugly median strip and chain-link fence on Washington Avenue that runs from the Washington Avenue Bridge and ends at the intersection of Church Street and Washington Avenue? It is rusted, bent, damaged, and ugly! Its purpose is valid; it is to prevent people from jaywalking. But could the fence be given some kind of decorative overlay? Dressing it up would certainly improve the south mall area. Moreover, it is only a few yards away from the spot where President Yudof kicked off the current beautification campaign.

David Hollister  
Professor, School of Social Work

## Response:

A quick fix (at the least) is on the way, says McDonald. The U, the city, and Hennepin County are working together to straighten

## Deadly decibels

The noise generated by vents on top of the Basic Sciences Building is outrageous. The noise is so loud that even way down the mall toward Northrop it sounds like a freight train. I used to enjoy sitting on the mall during the summer evenings but the noise pollution really spoils the beauty of the place. It's difficult to believe that the architect could not design an air filtration system that is friendly to the nearby community.

Douglas Robertson  
Professor and Mathematics Coordinator,  
General College

## Response:

Quieter times are ahead, McDonald says. Facilities Management is working with the building designer to correct the problem. Stay tuned.

## Unhealthy spots in the AHC

The "sore spots" for me are the cigarette butts and garbage that accumulate in the courtyard [in] the health sciences area. It is particularly embarrassing when patients are brought to the courtyard to sit among the discards of the many cigarette smokers.

By the same token, the newly planted area between Diehl Hall and Phillips-Wangensteen area is beautiful.

Elaine Challacombe  
Curator, Wangenstein Historical  
Library

## Response:

The Take Pride in U steering committee has been asking people how they would solve the cigarette litter problem. The most common answer: individual responsibility and peer pressure. In other words, if you smoke outside, use appropriate containers. And pass the word.

## Views from the West Bank

The physical environment on the West Bank fosters a commuter and isolationist mentality that is the exact opposite of what the university experience should be. I would hope that the Take Pride in U campaign target as highest priorities: 1) More green space on the West Bank to replace the concrete horror. 2) There is a desperate need for somewhere to relax between classes, for lunch, etc. At a minimum there should be an effort to create more such spaces and to take advantage of the all-too-few existing possibilities. The large space in Willey Hall could be a wonderfully welcoming area with comfortable sitting space, etc., instead of a few horrendously unwelcoming benches with no back support.

Richard Price  
Professor, Political Science

The west side of Wilson Library has always been a windy, icy, nasty place in the winter. We always had a little relief there because of the evergreens that were part of the old landscaping. Those trees and shrubs disappeared as the site was prepared for the Carlson construction.

Emilie Quast  
Wilson Library

continued on page 6

# Measure for measure:

## The meaning of those rankings

When *US News and World Report* published its annual rankings of American universities in August, the U placed a dismal 17th among public institutions, and somewhere in the second tier of the nation's top 115 national universities overall. But just what does that mean?

*US News* says its rankings are based on solid research: the reputational surveys it sends to 1,400 higher education leaders nationwide, as well as on 81 statistical measures that include retention rates, faculty resources, student selectivity, financial resources, value added (the school's role in its graduates' success) and alumni giving rate.

U president Mark Yudof, though, calls that "voodoo social science." And he's not alone. Nationwide, a number of institutions have been highly critical, not only of *US News*, but of other attempts—by *Money* magazine, *Newsweek*, *Time*, and others—to rank universities in some kind of qualitative order.

"You can't dismiss them; they're a fact of life," Robert Kvavik says of the rankings. But he believes they're not a measure of the University. Kvavik, associate vice president for planning, says, "We are measured against a standard that applies to a more focused school. Our mission is broader, we carry out more programs, we invest more money in outreach, we have professional schools, and we have a relatively open admission. There is no single ranking that includes all these things."

To meet *US News* criteria, Kvavik says, the U would need to do such things as tighten admission standards to become more elite—something many people view as a betrayal of the University's traditional accessibility. "We are not prepared to be that selective," Kvavik says. "We can't meet graduation and selectivity requirements. We can't do it."

Yudof gets specific: "The only way we can realistically move up is to cut out 5,000 students [to increase our standing in expenditure-per-student] and get more coercive on four-year and five-year graduation rates."

Would it be worth it? Yudof thinks not. "My personal view is that despite the bad publicity it would be unwise," he says. "People would be unhappy because we would have abandoned our outreach effort," says Kvavik. "The bottom line is that you have to be true to your mission and to the citizens of Minnesota."

Indeed, past attempts to focus the University's efforts have met with political disaster. No one knows that better than physics professor Charles Campbell, who nearly a decade ago chaired a task force that, among other things, put forth the possibility of closing the School of Dentistry and the College of Veterinary Medicine. The outcry was deafening; the proposals were swiftly abandoned.

Says Campbell, "When you decide to focus, people will agree it's a good idea. The question is: on what? When you make choices, people are happy or unhappy; it's

a political response. I would be fighting mad, too, if somebody proposed closing my department. Faculty are passionate about their disciplines; they're doing what they love."

Nevertheless, there seems to be no doubt that rankings are going to be with us, and that people use them. The April 4 *Chronicle of Higher Education*, for example, noted that, "Colleges that disdain magazine rankings might want to think twice before writing them off," citing a recent study showing that "students who use the rankings are more likely than their peers to earn top grades."

**"As much as we're irritated by reduction to football ratings mentality, they're a fact of life...The debate is whether we should use those rankings as indices of how we're doing."**

Says Campbell, "I agree in a sense that surveys are annoying. But they do pose a recruiting problem. The U in the last few years has begun to vigorously recruit students, and it would probably help if we were

rated higher. There's also a problem of impact on your graduate programs and on your ability to acquire resources. Some years ago, for example, we submitted a proposal that came out #1 among scientists who reviewed us and visited the campus. But it was overturned at the national level. Why? It was likely political. Illinois—which got the grant—has a higher ranked physics department. That's a sound bite. But it's a sound bite that hurts.

"As much as we're irritated by reduction to football ratings mentality, they're a fact of life," says Campbell, "and I think we're going to see them more and more. The debate that may be going on is whether we should use those rankings as indices of how we're doing."

For now, at least, it seems the U is setting its own standards for excellence. "Our attitude is: instead of trying to meet others' criteria, make your own," says Kvavik, noting that the critical measures included in U2000 were an attempt to do just that.

At the same time, President Yudof has said publicly he wants the U to rank among the nation's "top five" public universities. If you have to use a standard, Kvavik says, the National Research Council ratings are probably more appropriate to the U. The National Research Council, which ranks colleges every 10 years, includes professional schools, but not undergraduate education. The NRC's next ranking will be in 2003; in 1993, the U was ranked #9.

Kvavik lays it out as a choice. Basically, he says, there are two ways to go: to improve *US News* rankings, we need to improve retention and graduation rates. (we're #47 in rank of discrepancy between actual and predicted graduation rate) and be more selective of our student body, especially undergraduates. To improve NRC rankings, we must maintain the quality of the social sciences and engineering and invest more in biological and physical sciences and in the humanities—which have, in fact, slipped in recent years. Engineering and social sciences, on the other hand, have remained strong (ranked #5 and #7 respectively).

For now, at least, the U will focus on its own standards. Says Yudof, "We need to do what we think is right, what faculty think is right, and then take our hits."

—Mary Shafer

# Native scholars

## Upward Bound Vision Quest aids Indian students to reach college

Critics of the Great Society like to claim that a generation of federal programs has not succeeded in breaking the cycle of poverty and social dysfunction. Indeed, they argue that those programs have actually succeeded in creating a "culture of dependency" among the impoverished, an expectation that one can expect to be supported by public programs passed along from one generation to the next.

It's a familiar refrain. But the University is home to at least one highly targeted and very successful program that has helped hundreds of American Indian students complete high school and go on to college.

The program, Upward Bound Vision Quest, was begun some 25 years ago under the name Indian Upward Bound with funding from the University and the U.S. Department of Education. The program's specific purpose was to serve the American Indian community in Minneapolis. Today Vision Quest has been expanded to include students from other ethnic groups and is now administered from the Twin Cities and the Duluth campuses, making it unique in several respects.

"First of all we are the only urban Upward Bound that targets Indian students," says Leslie Lilligren, the program's associate director. "Second we are the only Upward Bound program that works with 7th and 8th grade students as well as high schoolers. And third, we are the only program that serves two major urban areas 150 miles apart."

Vision Quest begins working with 7th grade students because its organizers realized that providing support before high school would enhance the likelihood that

Indian students would get to college.

To qualify, the students must attend one of the program's target schools, come from families meeting certain financial criteria and—perhaps most of all—be "first generation" students; that is, members of a family where no one has attended college.

While those guidelines may seem stringent, there are still plenty of potential students to recruit for Vision Quest counselors. During the school year, those counselors provide students with tutoring, study skills instruction, and academic support. In the target high schools, the counselors also monitor the progress of their students toward graduation and assist them in finding and enrolling in college.

"Most of my kids come from single family households," says Donna LaChapelle, a community program assistant at the Four Winds elementary school in Minneapolis. "They often have a lot of responsibility at home, taking care of younger kids, helping to keep house. So they have to give up some authority when they come here, and for many of them, that's tough."

During the summer, the 7th and 8th graders also have the opportunity to spend six weeks living on campus. This past summer, nearly 100 kids from the Twin Cities and Duluth stayed at Bailey Hall where they participated in group projects and field trips, studied English, Ojibwe and math, and took classes in leadership development skills.

As for the success of Vision Quest, the proof is in the dramatic difference between the academic performance of Indian students enrolled in the program and those who are not.

"We are not therapists," she insists, "but we do a lot of support things and generally act as a liaison between kids and the schools, and between their families and a system that intimidates many of them."

—Richard Broderick

## Take pride

continued from page 5

### Response:

*The West Bank does pose particular problems, says McDonald, but Facilities Management is now assessing sites where pavement might be converted back to green space. Watch the Take Pride in U Web page for future announcements about specific plans.*

### More benches, please...

I would like to see more benches on campus. There are concrete benches outside many of the buildings on the mall, but a noted absence in other spaces on campus. I think benches should be added in park-type settings, creating little restful spots all around campus, even on the Washington Avenue Bridge.

Eleanor Pijut  
*Scholarships and Financial Aid*

The bench that was put in front of Folwell Hall is so superior to the typical benches around campus. It invites sitting, unlike the marble or concrete slabs. Plus the skateboarders are chipping many of the slab benches; they wouldn't be interested in the wiry metal bench.

Darcia Narvaez  
*College of Education and Human Development*

### and more bike racks, too

Sore spots to clean up:

1. Abandoned bicycles locked to bike racks.
2. Broken and bent bike racks, e.g. north of McNeal Hall on St. Paul Campus

Leslie A. Everett  
*Department of Soil, Water, & Climate*

The new look of the Pleasant Street side of Folwell is terrific. But there still are not enough spaces to lock bikes. This often means that bikes are locked to railings or signs, which is both unsightly and dangerous.

Jenise Rowekamp  
*CLA Language Center*

### Response:

*Calls for more benches and bike racks have been among the suggestions most frequently mentioned, McDonald says. In the past 12 months, Parking and Transportation Services has added 1400 bike parking spaces—a 33 percent increase—and recommendations for additional racks and benches in particular areas have been forwarded to the appropriate departments. By the way, thanks to one timely Take Pride in U suggestion, Facilities Management was able to increase the number of benches that will be installed in the newly renovated areas adjacent to Williamson, Westbrook, and Pillsbury halls.*

## Getting here from there

With the beginning of school comes a timeless message from Parking and Transportation Services:

Don't drive if you don't have to. Other options include:

- **the Route 52 commuter bus service**, which includes 10 semi-express routes between the U and Twin Cities residential areas;
- **any of several Metro Transit bus routes** that serve the U; bus schedules are available at the student union centers and at Parking and Transportation Services;
- **biking to campus**, with its more than

5,700 bike rack and 20 secured bike parking spaces. See *Bicycling Guide to the Twin Cities Campus*, available at the student centers and at Parking and Transportation Services.

Once you're on campus, the newly **expanded campus shuttle** service will take you just about anywhere you need to go. This fall's service interval is every five minutes until 4:30 p.m., with extended service to 9 p.m. during fall, winter, and spring quarters. The service includes a Washington Avenue Bridge circulator between East Bank and West Bank (every seven minutes between 10 a.m. and 3 p.m.); and an East Bank circulator with 10-minute interval service between 7 a.m. and 5 p.m. The Como shuttle service has been discontinued. Alternative service is available on Metro Transit's route #6. Also new is University Paratransit, a specialized curb-to-curb transportation service for persons with temporary or permanent disabilities. Call 618-0318 for reservations (which must be made two days in advance). Maps, routes, stops, and additional information on the shuttle service is available at the student unions and Williamson. Or you can call 626-7275.

## Trend watch

**An eye on issues that may affect the U and its staff**

**If the price is right...**

More wealthy families are sending their children to public universities, reports the August 13 *New York Times*. Reasons: private education's high price tag, as well as a shrinking difference in perceived quality between public and private education. Based on a study coauthored by Macalaster College president Michael McPherson, the findings are worrisome, says the *Times*, because as the demand for higher education rises, state legislatures are unlikely to provide bigger subsidies to support the extra students at public institutions. McPherson also argues that four-year public colleges will be filled by students whose parents could have paid the full cost of their education. This, in turn, will make private colleges' situation tighter, and send more poor students to less expensive community colleges. Some economists and educators argue that the "one-tuition-fits-all" pricing at public institutions should be replaced by a sliding scale. McPherson and his colleague will publish their book in November. It's called *The Student Aid Game*.

**Lockout?**

*US News and World Report's* Sept. 1 issue on "America's Best Colleges" (see story, p. 6) lays out the strain between access and the price of college. If tuition rises in the next 20 years as it has in the past 60, the issue says, 6.7 million students (that's half of those expected to want it) will be priced out of higher education. The article quotes the Council for Aid to Education, a subsidiary of Rand Corp. that made the prediction, as saying that the present economic course of higher education is "unsustainable."

**Six standards fit all**

Research, teaching, and service should be evaluated by the same standards, says a report released by the Carnegie Foundation and reported in the September 5 issue of the *Chronicle of Higher Education*. Although most institutions use different standards to evaluate research than they do teaching and service to make promotion-and-tenure decisions, the report argues that the different types of faculty work have much in common and must be held to the same six standards: clear goals, adequate preparation, appropriate methods, significant results, effective presentation, and reflective critique. The Carnegie report, "Scholarship Assessed," is a followup to a 1990 report, "Scholarship Reconsidered," which proposed that teaching, as well as certain service activities, should be viewed as scholarship. The new report is available for \$15.95. Call 888-378-2537 or fax 800-605-2665.

Sociology professor **Joachim Savelsberg** discussed crime in the Twin Cities for the *Radio City News Network* in early September. The interview was transmitted and simulcast by six other radio stations...Journalism professor **Donald Gilmore** and Humphrey Institute professor **Hy Berman** were quoted on local television KMSP and WCCO respectively regarding recent discussions of the sale of the *Star Tribune* to a national mega-media conglomerate. Is the *Daily* next?...A recent study by **Michael Resnick**, professor of pediatric and adolescent health, and **Robert Blum**, director of the U's Adolescent Health Program, received a plethora of coverage, including stories in the *Washington Times*, *Wall Street Journal*, *New York Times*, *Washington Post*, and the *Associated Press*, on their findings that parents have a powerful effect on the behavior of their teenaged offspring....**Donna Peterson**, director of state relations, did a nice job in a recent piece that appeared in the *Chronicle of Higher Education* on the good news colleges and universities are getting from their legislatures. Cha-ching!...School of Public Health professor **Laurence Kushi** was quoted in *USA Today* in a story about fish oil and breast cancer.

Kushi says contrary to popular belief, megadoses of fish oil don't prevent breast cancer, and in fact may be dangerous...**Joe Nathan**, from the Humphrey Institute's Center for School Change, continues his role as a national expert on charter schools. He was quoted in the Sept. 2 issue of the *Christian Science Monitor*. What do they call larger charter schools—Magna Chartas? **Leslie Robison**, professor of pediatrics, received a shocking amount of coverage on her study concerning high voltage power lines and leukemia. The study, which appeared in *USA Today*, *Science*, and locally in the *Star Tribune* and the *Pioneer Press*, found that power lines are not a cancer risk for children. That's good news...**Samuel Levine**, associate professor of otolaryngology, appeared on KARE television discussing the bionic ear. Lee Majors would be proud.

—Mike Nelson

## CareerScapes

### Volunteering: a great way to gain experience, meaning

How do I get experience without a job? How do I find more meaning and value in what I do? These are questions posed by job seekers, potential career changers, and long-time employees who want something new without leaving their current positions.

One answer is volunteering. The new school year is a particularly good time to think about volunteering for both personal and professional reasons. One-time or ongoing volunteer opportunities exist on and off campus—maybe even in your own community. You can even share this experience with friends and family members so you don't need to sacrifice time with loved ones. What's more, there is an office on campus, the Office for Special Learning Opportunities (OSLO), that can help. Read on for more information about volunteering and what OSLO can do for you.

#### The benefits

##### ■ Experiment with little risk and limited commitment

It's a chance to try new skills without risking your job and income. It also is a great way to experience a field before making a career change.

##### ■ Receive formal and on-the-job training

Many volunteer organizations provide initial and ongoing training. Identify organizations that provide training in areas you want to develop.

##### ■ Boost confidence and self-esteem

Volunteering helps you develop the confidence to try skills in other arenas. Knowing your skills and contributions are valued can boost confidence tremendously.

##### ■ Pursue activities of your choice

Ask yourself what causes or issues matter to you. When you volunteer, you

choose what to pursue and how much time to devote.

##### ■ Build contacts

Volunteering can be an excellent testimony of what you offer to an organization. People you meet through volunteering may be able to connect you with resources and job leads, and to vouch for your work quality and character.

##### ■ Be appreciated and recognized for your work

Many organizations plan events to celebrate work done by their volunteers. Volunteer coordinators or supervisors can provide you with recommendation letters documenting your involvement and work. If a performance review is not a regular part of your volunteer program, ask for one!

#### Tips for success

##### ■ Think creatively

Although, most of us picture volunteering as direct service, volunteer agencies also need help in areas such as administration, grant writing, computer programming, word processing, and mentoring.

##### ■ Focus your efforts

Identify skills to develop and set specific goals. If your goal is to develop networking contacts, find a volunteer agency where you can work closely with other volunteers. Try to select volunteer opportunities that stimulate you and give you energy.

##### ■ Choose a site carefully

Agencies differ in the training they offer, the skills they expect, and the opportunities they provide. Be clear with the volunteer coordinator about your goals and expectations, and identify options together.

##### ■ Don't ignore internal opportunities to volunteer

University and departmental committees offer excellent opportunities for faculty

and staff to develop skills and network on campus.

##### ■ Set up a realistic volunteer schedule

With careful planning, volunteering can be part of even the busiest schedule. Choose experiences that fit your lifestyle and be candid about your time commitment. Then, stick to your limit.

##### ■ What to expect when contacting an agency

Most agencies will want to know more about your background, qualifications, and experiences. Expect to complete a volunteer application form and to be interviewed. You may be asked to sign a confidentiality statement, agree to a criminal background check, and/or receive training.

#### Resources

The Office for Special Learning Opportunities (OSLO) can help you identify volunteer opportunities. Contact Laurel Hirt (626-2044 or lhirt@adv.cla.umn.edu) for more information, or drop in any Wednesday from 11:30 to 1:30 p.m., 345 Fraser Hall, 106 Pleasant St. SE. On October 22, OSLO is sponsoring a Community Involvement Opportunities open house for faculty and staff from 11:30 a.m. to 1:30 p.m. in 345 Fraser.

For other information about volunteering, try the United Way Volunteer Center (340-7621) or check out the Employee Career Enrichment Program's home page (<http://www.umn.edu/ohr/ecep/ecep.html>)

—Kate Schaefer, Director, ECEP

—Barb Krantz Taylor, Asst. director, ECEP

—Laurel Hirt, Coordinator, Community Service Learning Programs.

# October calendar



To find out more about individual U theaters, museums, and events, check out the new online events calendar at <http://events.tc.umn.edu>.

## SPECIAL EVENTS

**Fri., Oct. 3**

■ **Campus Kickoff Week Open House**—Listen to the rock band Laguna Slip, enjoy free refreshments, and explore the Bell Museum's natural history dioramas. 2-4 p.m., Bell Museum of Natural History.

**Mon.-Fri., Oct. 13-17**

■ **Inauguration Week**—Inauguration of Mark Yudof as the University's 14th president. See p. 1 for inauguration week details. Or turn to the inauguration Web site at <http://www.umn.edu/urelate/inaug/>.

**Sun., Oct. 19**

■ **Raptor Center Open House**—See owls, eagles, and hawks on display. Have your picture taken with a raptor. Follow the migration of ospreys on the Internet. 11 a.m.-4 p.m., Gabbert Raptor Center, St. Paul campus. Free. FFI: 624-4745.

## EXHIBITS

**Goldstein Gallery, FFI: 624-7434**

■ **Ink Clouds: The Calligraphy of Jin Seien**—This interpretive exhibition explores the aesthetic, cultural, historic, and social contexts of Japanese calligraphy, decorative arts, dress, and textiles. Work by master calligrapher Jin Seien will be displayed. Through October 12. Free.

**Katherine E. Nash Gallery, FFI: 624-7530**

■ **McKnight Artist Fellowship Program for Photographers**—An exhibition of work by the 1996 McKnight Fellowship winners. Opens Oct. 1 and runs through Oct. 24.

**Tweed Museum of Art, UMD, FFI: (218)726-8222**

■ **Asian Art: A Concise Survey**—Concurrent with the Sumi-E Society Juried Exhibition, this exhibition includes Asian paintings, sculpture, ceramics, and furniture from China, Japan, India, Korea, Southeast Asia. Through Nov. 2.

■ **Etchings by Anna Marie Pavlik: Fables for these Times**—A UMD alumnus living and working in Austin, Texas, Anna Marie Pavlik works primarily in copper etching. Opens Oct. 7 and runs through Dec. 21.

■ **I ASK YOU: Artists Respond to Questions about the Future of Electronic Media (Guest Curator: Leif Brush)**—This unique, largely "virtual" exhibition brings together some of the world's foremost practitioners of electronic and computer generated/transmitted art. Opens Oct. 14 and runs through Dec. 21.

**Weisman Art Museum, FFI: 625-9494**

■ **The Weisman Sculpture Project**—This outdoor installation of Cave Shakhikhan's project is the third and last in a series of commissioned sculptures for the museum's plaza. Through October 6.

■ **Indian Humor**—Images in this exhibit will help redefine negative ideas and humorless approaches to viewing Native Americans, and include reflections of historical events, activities of the trickster, people playing Indian, humor in domestic situations, and "insider" private jokes. Through Jan. 4, 1998.

■ **The Unseen Wanda Gag**—This new exhibition of rarely seen work is taken from the collections of the Philadelphia Museum of Art and the Van Pelt Library at the University of Pennsylvania. Opens Oct. 26 and runs through Jan. 26. Free.

## DANCE

**Tues., Oct. 7**

■ **Les Enfants Terribles**—The Northrop Dance Season opens with this wondrous spectacle based on French writer/filmmaker Jean Cocteau's complex tale of Paul and Lise, two siblings so caught up in a world of their own imagining that they can no longer see reality. Sung in French with English projected text and narration; cast of seven dancers and four singers. Inquire about available discounts. 7:30-10 p.m., Northrop Memorial Auditorium. Tickets: \$24.50, \$19.50, and \$13.50. FFI: 624-2345.

## MUSIC

**Sat., Oct. 4**

■ **Argentine Classical Music of the 20th Century**—Four Argentine pianists play the music of Alberto Ginastera, Carlos Guastavino, and Juan José Castro. 7:30 p.m., Ferguson Recital Hall. Free.

■ **Tibetan Institute of Performing Arts**—Tibetan music and dance by India-based touring group established by the Dalai Lama. 8 p.m., Ted Mann Concert Hall. FFI: 624-2345.

**Tues. & Wed., Oct. 14 & 15**

■ **DV8 Physical Theatre: Enter Achilles**—British modern dance troupe. Sponsored by the School of Music and Walker Art Center. 7:30 p.m., Ted Mann Concert Hall. FFI: 624-2345.

**Sat., Oct. 18**

■ **Plymouth Music Series: The Shoemakers' Holiday**—Phillip Brunelle conducts. 8 p.m., Ted Mann Concert Hall. Tickets: \$20-\$26. FFI: 624-2345.

**Fri., Oct. 24**

■ **U of M Symphony Orchestra**—U.S. premiere of *Nebojsa Zivkovic's Concerto No. 2 for Marimba and Orchestra*. Kate Tamarkin conducts. 7:30 p.m., Ted Mann Concert Hall.

**Mon., Oct. 27**

■ **Chick Corea & Gary Burton Duets**—One of jazz's most effervescent combinations performs a concert that coincides with the release of their new CD, *Native Sense*. Sponsored by Northrop Concerts and Lectures. 8-10:30 p.m., Ted Mann Concert Hall. Tickets: \$19.50 and \$26.50.

## THEATER

■ **"Shinnob Jep"**—Oct. 9-11. The first full-scale production of a new play by Minnesota writer and performer Jim Northrup uses the format of the game show "Jeopardy," to satirize Indian and EuroAmerican cultures. Northrup himself plays the game-show host, and the contestants are all Indians with various identities. 7 p.m., William G. Shepherd Room, Weisman Art Museum. Tickets: general-\$6; WAM member/students-\$4. Tickets: 625-9495.

■ **"Angels in America, Part One: The Millennium Approaches"**—Oct. 31-Nov. 15. This award-winning play by Tony Kushner looks at the effects of HIV and AIDS on the lives of five characters in New York. Arena Theatre, Rarig Center. Times vary. Tickets: general public-\$11. Groups of 10 or more-\$6. Students, U of M faculty, staff, and alumni-\$7; U of M theater majors/individual tickets for subscribers-\$5. FFI: 624-2345.



**Les Enfants Terribles (Children of the Game) introduces the 1997-98 Northrop Dance season Oct. 7.**

## LECTURES, WORKSHOPS, & CONFERENCES

**Sun., Oct. 5**

■ **"Riding the Naanabozho Express: The Balancing Vision of Native Humor"**—Native American artist Kimberly Blaese looks at the performing humor of several native writers. Blaese, an enrolled member of the Minnesota Chippewa Tribe, is now associate professor of English at the University of Wisconsin-Milwaukee. 2-4 p.m., William G. Shepherd Room, Weisman Art Museum. Free. FFI: 625-9494.

**Mon., Oct. 6**

■ **"A Third World Perspective on Education and Development"**—Associate professor Ted Lewis lectures in the first of the series, "International Pizza and Talk," sponsored by Educational Policy and Administration. Free pizza and refreshments. 250 Wulling Hall. Noon-1:30 p.m., Oct. 6. Free.

■ **"Citizen in the Land of the Smile"**—This conference focuses on Danish author Benny Andersen, one of Scandinavia's most popular and critically acclaimed writers. No pre-registration. 9 a.m.-3:30 p.m., 140 Nolte Center. Free. FFI: 625-2080.

**Thursdays, Oct. 8-Nov. 13**

■ **Mind, Body, and Music**—Learn how to integrate music into your health and well-being. 6-8 p.m., The Studio, B-70 Coffman Memorial Union. FFI: 625-9918.

**Wed., Oct. 15**

■ **"She's Been Working on the Railroad"**—Lecture and book signing by award-winning author and U of M alum Nancy Smiler. Part of the 25-year celebration of Women's Studies. 4 p.m., 109 Walter Library.

**Thurs., Oct. 16**

■ **"The Dead Dog Cage: An Evening with Thomas King"**—Former faculty member and chair of the University of Minnesota's Department of American Indian Studies, Thomas King makes a rare public appearance to talk about and read from his fiction. 7 p.m., Weisman Art Museum.

■ **"Syphilis in the Cinema"**—Lecture by John Parascandola, historian for the Public Health Service in Washington, D.C. 4 p.m., Wangenstein Historical Library of Biology and Medicine, 568 Diehl Hall. FFI: 626-6881.

**Thurs.-Sun., Oct. 16-19**

■ **Cross-Cultural Poetics Conference**—A conference for poets, scholars, and other verbal artists. Free to faculty and staff. For conference schedule, call 625-3850.

**Thurs., Oct. 23**

■ **What About Beauty?**—Robert Lawlor, independent researcher and practitioner of philosophical geometry, will speak on "Beauty and Our Original Culture." Lawlor's address is the tenth and the last in a series of lectures by visiting artists and critics called *What About Beauty?* sponsored by the Department of Art and funded by the McKnight Arts and Humanities Endowment. 7 p.m., Cowles Auditorium of the Hubert Humphrey Center. Roundtable discussion follows on Fri., Oct. 24, 1 p.m., West Bank Union Auditorium. FFI: 625-3850.

■ **"A History of Reading"**—Lecture and book signing by Alberto Manguel. 3:30-5 p.m., Cowles Auditorium, Hubert H. Humphrey Center.

Send calendar items by fax: 624-6369; by e-mail: [urelate@gold.tc.umn.edu](mailto:urelate@gold.tc.umn.edu); by mail: *Kiosk*, University Relations, 6 Morrill Hall. Deadline for November's calendar is October 13.

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# Kiosk

The Newspaper by  
and for University of  
Minnesota Faculty  
and Staff

<http://www.umn.edu/urelate/kiosk/>

## A capital request: \$249 million

**In January, the U will ask the Legislature for \$249 million in capital funding—the largest request ever.**

**P**resident Mark Yudof is still enjoying a honeymoon with Minnesota. The state economy is booming. People find Yudof's 1998 legislative request persuasive and appealing. Governor Arne Carlson has endorsed the full capital request, and legislative leaders are listening carefully.

Add it all up, and it looks like the University might get enough money to make significant improvements. "This is the time to do it," Yudof says. "We have the support of a visionary governor, and I think we will have the support of the Legislature. It is time to get this job done."

As it does in even-numbered years, the Legislature will vote on capital requests—money for buildings and building improvements—in 1998. Because of the strong economy, the Legislature also will consider supplemental requests for operating money. The University's request links capital and supplemental items, tying buildings to academic program initiatives.

The 1998 capital request is step one in a \$776 million, four-year plan that includes contributions from both the University (through fund-raising and other means) and the state. The University is asking the state for \$249 million in 1998 and is expected to ask for \$228 million in 2000.

### A capital request

The capital request is historic in two ways, says Provost Robert Bruininks. For one thing, the request for \$249 million is "the biggest and most ambitious request in the state's history." For another thing, the request shifts the focus from building new structures to restoring, remodeling, and preserving the buildings we have. "That has played extremely well," Bruininks says.

Although the University has asked for money to restore buildings in recent years, the request has been framed as "this big deferred renewal problem," says associate vice president Richard Pfitzenreuter. Preserving the University's heritage strikes a chord with people; dealing with a deferred renewal problem does not.

"Clearly what Mark Yudof has been able to do is pull it together with a theme," says physics professor Marvin Marshak, who played a key role in the University's successful legislative request last year as vice president and now is the faculty legislative liaison.

The numbers may tell the story. In the 10 years from 1987 to 1996, 30 percent of what the University received in state bonding went for systemwide facilities renovation. This four-year capital plan virtually reverses that, with 63 percent requested for renovation. On the Twin Cities campus the contrast is even more dramatic: 28 percent for renovation in 1987-96 and 70 percent in the four-year capital plan.

Although the request includes all campuses, the greatest emphasis is on preserving the north and south malls in Minneapolis at a price tag of \$161.9 million. The even older knoll area will be the focus of the year-2000 request.



Photo by Tom Foley

### WINTERSWEPT

Winter came to the U in full force in November, beginning the season of boots, turtle-paced traffic, and frostbite. It's also the season that's given rise to some rich and memorable literature. For a sampling, see p. 6.

### Linking buildings to programs

Historic preservation may have strong appeal, but it wouldn't sell if the request did not also look to the future. An important part of Yudof's framing of the request is the way he has linked buildings to academic programs.

The biggest single item in the request is \$70 million for an Institute for Molecular and Cellular Biology, probably on the site now occupied by Jackson, Owre, and Millard Halls and Lyon Labs. Nothing is more important to the University's intellectual future than biology at the molecular and cellular level, Yudof says. "We simply have to get this right."

Not only does the capital request ask for \$70 million for the building, but the supplemental request seeks state money for recruiting blue-chip faculty in molecular and cellular biology and setting them up with the expensive equipment and resources they need.

The other big-dollar academic initiative is \$53.6 million to turn Walter Library into a digital technology center.

Two other academic initiatives with digital technology implications are design, linked to a \$14.6 million addition to the Architecture Building, and new media, linked to a \$7 million renovation of Murphy Hall.

The request also includes \$29.5 million for Morris, \$25.8 million for Duluth, and \$4.6 million for Crookston, as well as \$14 million for the St. Paul campus. All of these

*continued on page 4*

**"This is the time to do it. We have the support of a visionary governor, and I think we will have the support of the Legislature. It is time to get this job done."**

*Mark Yudof*

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The purpose of *Kiosk* is to contribute to a sense of community among University of Minnesota faculty, administrators, and staff by providing information on current, upcoming, and ongoing issues relevant to major institutional decisions; providing a forum for dialogue among administrators, other governance structures (e.g., Senate, P&A Advisory Committee), and faculty/staff; providing information on the regional and national events affecting our community; visibly honoring the work, lives, and accomplishments of faculty, staff, and administrators; providing information, such as professional tips, that will help the work of faculty, staff, and administrators; and adding to accessibility of other information available elsewhere.

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## FACULTY CONSULTATIVE COMMITTEE

### Legislative success will require commitment

The significant financial investments Minnesotans historically have made in public education are likely a major reason why our state has a higher quality of life and lower unemployment rate than the national average. Minnesota's strong, labor-short economy has recently produced state revenues exceeding expectations. Last year, Gov. Arne Carlson and the Legislature committed \$151 million of new state funds to the University, recognizing that some of this new revenue should be used to remedy the flat, inflation-reduced state support the University had received for at least the previous six years.

Over the past year, the University community has built considerable momentum, as evidenced by the recent new academic initiatives and the Beautiful U historic preservation campaign. Supported by Gov. Carlson, University president Mark Yudof and the Board of Regents are now proposing to use this momentum to build on last year's funding successes.

The Legislature traditionally considers capital-funding requests in even-numbered years. To help fund a proposed four-year, \$775 million facilities plan, the University will ask the state for approximately \$250 million in 1998 and \$230

million in 2000. Additionally, the University is requesting \$41.5 million in supplemental operating funds for the 1997-99 biennium, of which \$22 million would be a permanent addition to the University's funding base.

The major items in the 1998 capital request include \$70 million for a new molecular and cellular biology building; \$54 million to renovate Walter Library into a Digital Technology Center/Science and Technical Library; \$38 million for Architecture, Murphy, and other north and south Northrop mall buildings; \$14 million for the St. Paul campus; \$29 million for a science/math center and renovations at Morris; and \$26 million for a new library and other improvements at Duluth. The supplemental operating request includes recurring funds of \$13 million for faculty and staff salary increases and \$9 million for academic program initiatives (mostly new faculty hires). The one-time requests are \$15 million for set-ups and research equipment (mostly for the new faculty hires) and \$4.5 million for a classroom blitz to significantly improve the ambiance in the University's most heavily utilized classrooms.

Despite the governor's support and the current era of good feeling, success at the

Legislature will require mobilizing staff and faculty support. The University's capital request approaches half of the state's new bonding capacity; historically, the University's share of the state's bonding is about 20 percent. Approval of the capital plan will also stress the University's operating budgets in future years, because the state requires the University to pay a third of the debt service, and because new buildings are more expensive to operate than old ones.

The strongest political resistance to the \$41.5 million supplemental operating request seems focused on the \$13 million for salary increases, the item most demonstrably connected to the University's overall ranking. Legislators who wonder why this item was not already financed need to be reminded about last year's last-minute \$17 million shift of recurring funds (usable for salaries) to one-time funds.

Faculty members with questions about contacting legislators or who are willing to host informal get-togethers for local legislators and faculty colleagues should contact me at 612-624-1312 or [marshak@mailbox.mail.umn.edu](mailto:marshak@mailbox.mail.umn.edu).

—Marvin Marshak

## CIVIL SERVICE COMMITTEE

### Committee urges employees to get involved

At its strategic planning retreat on October 23, the Civil Service Committee reorganized some subcommittees and set goals for the coming year.

We added a finance subcommittee to keep on top of the budget process so we will be better prepared to negotiate salaries next year. We strengthened the compensation subcommittee to include work on the market study implementation as well as the redesign of the job classification and evaluation system. We added a public relations subcommittee to work with other University employee groups and lobby the Legislature for better raises. These changes were made in response to suggestions from committee members and feedback from our constituents.

All civil service employees are invited to participate on various subcommittees. Each subcommittee—the new ones listed above, as well as those previously established—needs 5-8 employees. Information on all of our subcommittees can be found on the Civil Service Committee Web site (<http://www.socsci.umn.edu/civilser>).

The five major goals identified for 1997-98 are: 1) better pay; 2) redesign of the job evaluation and classification system; 3) more opportunities for job mobility and career development; 4) compliance with the civil service compensation plan and the Denny Report; 5) improved retirement benefits.

To achieve these goals, all civil service employees at the University—including the coordinate campuses—are encouraged to become more involved in the governance process, says Don R. Cavalier, new chair of the Civil Service Committee.

"We need to become more proactive in our jobs and on committees within the University," Cavalier says. "I would like to see the hierarchy of the University turned upside down, where we have the people (students, staff and faculty) mak-

ing recommendations and planning the future direction of the University. We have an opportunity to embrace President Yudof's vision and support his ideas of decentralization and participatory governance. Find out about the man-

agement and planning processes in your units, strive for a better way, be a fixer, not a finger-pointer. Be part of the solution, not part of the problem."

—Wendy Williamson

## Letters

We in the Institute of Technology were surprised to read the letter in October's *Kiosk* questioning the propriety of the "Welcome to IT" banner on Walter Library.

The banner was a welcome to the University community from IT Dean H. Ted Davis on behalf of all of IT and was placed on the building that houses his office: Walter Library.

In fact, Walter Library has been home to the office of the dean of the Institute of Technology, IT development and external relations, IT's science and engineering libraries, and other IT program offices for more than a decade. The college's presence in Walter will grow as the building is transformed into a Digital Technology Center as part of its renovation over the next several years.

Walter Library is a hub of exciting activity for both IT and the University. If you aren't familiar with what's happening here, we invite you to stop in.

Paul D. Sorenson  
Director of Communications  
Institute of Technology

*Kiosk* welcomes letters to the editor and opinion pieces. To be considered for publication, opinion pieces should be between 250 and 500 words, and letters should be under 150 words. Send copy and disks to *Kiosk*, University Relations, 6 Morrill Hall, via campus mail, or e-mail us at [urelate@gold.tc.umn.edu](mailto:urelate@gold.tc.umn.edu).

# The dawn of Digital Autumn

**U-hosted events explore the future and use of digital technology.**

**W**ith dizzying speed, a young and vigorous revolution is driving the world into the new millennium. From supercomputers to supermarket checkouts, digital technology is transforming the way people interact. And while Minnesota has long been known for its high-tech industries, leaders in state government, business, and the University know that future leadership requires careful planning and commitment now.

Mindful of this, President Mark Yudof proposed that representatives from all three institutions meet to work out ways to put the state at the forefront of the digital information society. The meeting, called the Digital Technology Summit, drew 700 people to the Hyatt Regency Hotel in October and marked the beginning of what's being called Digital Autumn, a series of four University-hosted events exploring the frontiers of digital technology and the use of that technology to serve students, businesses, and the citizenry at large.

Here's a look at the events of Digital Autumn and how they've been laying the groundwork for shaping the University's role in the information age.

## October 22-23 Digital Technology Summit: staking the U's position

In this first meeting, which the U sponsored with the Minnesota High



Photo by Tom Foley  
Mark Yudof addresses the Digital Technology Summit crowd.

Technology Council and the Minnesota Office of Technology, Yudof called for the "absolute best thinking" about how the state of Minnesota and the University of Minnesota should be positioning themselves in the next decade or two. The stakes are high; 55 of every 1,000 private-sector Minnesota workers are in hi-tech jobs, and hi-tech products account for \$4.6 billion of the state's annual \$8.8 billion in exports, said Key Investment president Vance Opperman, who, along with Imation president William Monahan, outlined the future of the digital age. And Gov. Arne Carlson reminded the audience that the state is allocating some \$200 million for the general field of technology this biennium. But he also sounded a warning note.

"I fear we're building a gap between those who understand technology and

those who are in the dark," Carlson said. He urged the audience to think about low-income students in schools where computer access is inadequate and come up with ways to make sure the new revolution touches everyone. He also advocated better communication about the purposes of new technology, arguing that all people should know how it will affect their lives.

Toward those ends, the University, with the governor's backing, is seeking \$54 million for a Digital Technology Center in Walter Library. The Digital Summit was designed to provide the rationale for the center, says Don Riley, chief information officer and director of the University's Office of Information Technology.

After the talks, participants explored the applications of digital technology in nine areas: global information systems (GIS) and spatial data technologies, high performance computing and visualization, education, telecommunications and advanced networking, digital publishing, advanced design manufacturing, technology-enhanced health care, electronic commerce, and entertainment.

On the summit's second day, University and business leaders made specific recommendations about how the University could meet challenges issued the day before. Among the major themes was the question of how to form new partnerships between government, business, the University, and other universities to make the best use of talents and resources. Yudof said that the University is making progress, but "we're not where we should be."

Ted Davis, dean of the Institute of Technology and a strong supporter of Yudof's technology initiatives, likens the whole field of digital technology to the field of aviation.

"We're where aviation was in the days when the crop duster was state-of-the-art," he says. "We have a long way to go to get to the 747."

*continued on page 4*

## Trend watch

### An eye on issues that may affect the U and its staff

#### United we stand

"An act of solidarity with the labor movement" is how the *Chronicle of Higher Education* says organizers are describing a new group called Scholars, Artists, and Writers for Social Justice. Officially launched last Labor Day, the organization began taking shape more than a year ago as an effort to forge an alliance between labor and academe. "The victory of the Teamsters in the two-week UPS strike—the largest strike in a generation—was a victory for all working people, whose incomes and livelihoods have stagnated for nearly a quarter of a century," the group said in an ad in the September 22 *Nation*. The ad said the same situation is being felt in "the academy and publishing, in the arts, sciences and entertainment..."

#### Safety first

Universities are more concerned about safety than they were five years ago, and at least two-thirds have adopted new mea-

asures to combat crime, according to a new report from the National Association of State Universities and Land-Grant Colleges (NASULGC). The report, "Safety on Campus at Public, Four-Year Colleges and Universities," by NASULGC's Council on Student Affairs, says some 58 percent of NASULGC universities reported more or much more concern about safety now, with only 8 percent reporting less or much less concern. Liquor law violations and burglary were the most common crimes reported at public colleges in 1994.

A campus not only has to be safe, it has to feel safe to staff and faculty, says U police chief Joy Rikala. Among the measures the U has adopted to make people feel safer: upgraded exterior lighting on grounds and parking facilities, blue light emergency phones, a reliable student escort service, and a professional police department that works with the community to counter crime.

#### Taking advantage?

The college loan industry was the subject of a three-part *Washington Post* series in October. Spiraling college costs have not only generated greater student indebted-

ness but also huge increases in the money that can be earned in the loan business. In addition to the federal government, there are now dozens of "private companies and quasi-public agencies that issue, track, and collect loans," says the *Post*. In fact, two-thirds of all college loans are now issued by private lenders in what has become a lucrative boom market. But, says financial analyst Mark Kantrowitz, "The motivation of people going into the student loan industry is to make money." The result, says assistant secretary of education David Longanecker: "We pay too much today and a lot of people have benefited from that."

#### Helping out

The high cost of higher education has led at least one university to develop a novel approach, says the *Wall Street Journal* of November 4. Cornell University's Johnson Graduate School of Management will repay student loans up to \$25,000—\$5,000 a year for five years—for graduates who become entrepreneurs. The year-old program is designed to make it easier for cash-strapped graduates to start their own businesses.

■ The regents voted to approve the 1998 capital request and designate Northrop mall as a campus historical district (see story on page 1).

■ Three deans made presentations on the digital technology cluster of academic program initiatives: Ted Davis of the Institute of Technology on digital technology, Tom Fisher of the College of Architecture and Landscape Architecture on design, and Steve Rosenstone of CLA on new media. Davis said he couldn't bring a real brain (as Dean Robert Elde of the College of Biological Sciences did), so he brought a digital brain, as well as snippets of other visualizations on video. The role of visualization has become more and more important in turning tremendous databases into something understandable, he said.

■ Good design is a key to economic prosperity, Fisher said, both because "people gravitate to places that are appealing" and because design itself is a big area of employment. He announced a goal for a year from now: to host a design summit comparable to the Digital Summit. The Twin Cities has the potential to become a center for design excellence, he said.

■ The communication industry is also important to Minnesota's economy, Rosenstone said. The \$250 million film industry is growing at 7 percent a year, and Minnesota is a national leader in Internet-related businesses. The University has "real excellence" in media areas but also some problems. Laboratories and technology are "long outdated," and the journalism school "was once the number one program in the country and is no longer."

■ Repairing shared governance and trust is the first priority of the Faculty Consultative Committee (FCC) in working with regents, FCC chair Vic Bloomfield said. After "a year of damaging conflict...some bruises remain, inevitably, but they will heal." Concrete action is needed, he said; naming the chairs of governance committees as ex officio nonvoting members of regents committees "would be particularly useful."

■ The regents will vote in December on a contract with Aramark for food services on the Twin Cities campus; the goal for implementation is January 1, 1998. The mission is to provide "high quality food at affordable prices where and when people want to eat," said associate vice president Ron Campbell.

■ The University of Minnesota Foundation had a record year in 1997, with new gifts exceeding \$100 million for the first time, president Gerald Fisher reported. The \$107 million total does not include payment of pledges from earlier commitments.

■ Fall enrollment is up slightly on the Twin Cities and Crookston campuses and down slightly at Duluth and Morris. Enrollment is 37,615 on the Twin Cities campus (up 1.6 percent), 2,219 at Crookston (up 0.8 percent), 7,442 at Duluth (down 0.8 percent), and 1,908 at Morris (down 3.1 percent). Minority student enrollment increased systemwide to 11.45 percent, compared to 11.18 percent last year.

■ Ground was broken November 7 for the University Gateway, a 230,000-square-foot visitors' center and showcase gallery for the University.

## Legislative proposal

continued from page 1

requests, too, are tied to academic priorities.

Faculty leaders have endorsed the ambitious capital request but note that it will come at a cost. Additional debt service and operating costs will have to come out of the budget. "If you don't do some of this stuff, you lose your ability to compete, and revenue would go down," Bruininks says. "We believe that with this kind of investment we can increase our revenue base."

### The supplemental request

The supplemental request has four components: \$13 million for faculty and staff salaries, \$9 million for academic program initiatives, \$15 million for a faculty setup and equipment fund, and \$4.5 million for a classroom improvement plan.

"Unfortunately the one thing there may be the most resistance to is actually the most important, which is the salary item," Marshak says. The governor, the Legislature, and University leaders may have different views about whether money for a second year of salary increases was appropriated last year and should have been escrowed.

"The initial request was for a state share of \$230 million, and the legislature and the governor were quite generous, but they didn't give us \$230 million. They gave us \$151 million. In that sense the plan was always underfunded," Marshak says. The issue is also complicated by legislative action at the last minute that changed \$17 million of the appropriation to one-time funding.

Although last year's budgeting choices and this year's legislative strategy might generate debate, everyone agrees on the importance of salary increases.

"Competitive salaries are the single most important thing you can do in improving the quality of the institution," Marshak says.

Bruininks says the administration is committed to salary increases. "We have to mobilize our resources to fight for this entire package, particularly the salaries."

Other items in the supplemental request are "in some sense an easier sell" because they are new and different, Marshak says.

The five academic program initiatives are in two clusters: molecular and cellular biology (including agricultural research) and digital technology (including design and new media). The money would be used to recruit blue-chip faculty in the five areas.

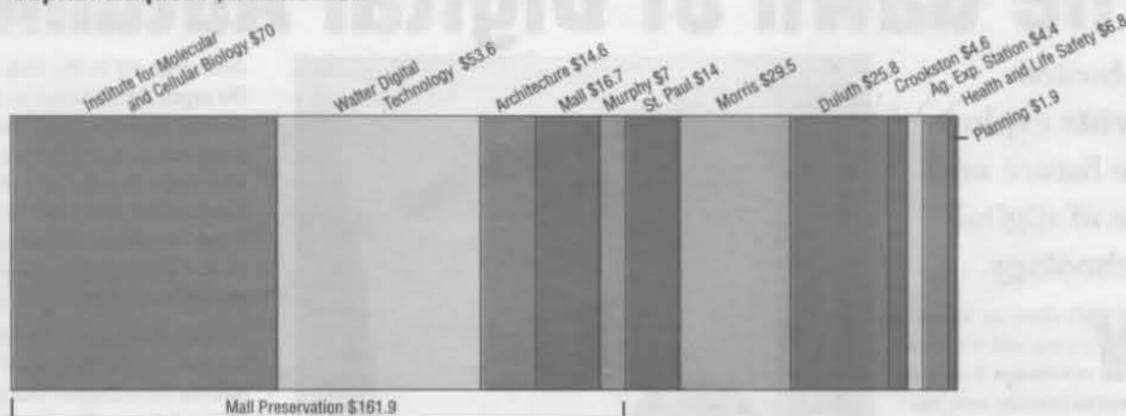
**"It is amazing what half a million dollars of paint and mums has done. It would be nice to do more of it."**

—Marvin Marshak

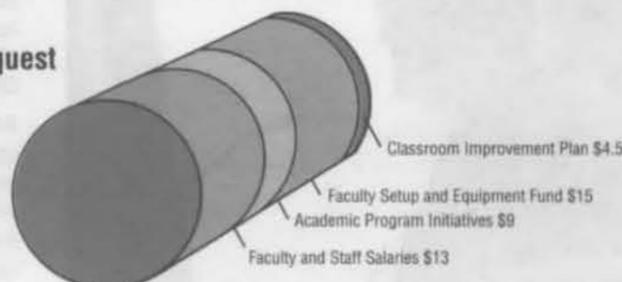
the knoll, as compared to the more extensive upgrading and renovation in the capital request. If money is appropriated, it will be a chance to do more of what was done in the successful Beautiful U Day campaign. "It is amazing what half a million dollars of paint and mums has

## The U's 1998 legislative request

### Capital Request \$249 million



### Supplemental Request \$41.5 million



All figures in millions.

The faculty set up and equipment fund, a pool of one-time money, is intended to help recruit those same faculty by providing set-up or start-up costs. The buildings, the program initiative money, and the set-up money are all tied together.

The classroom improvement item, also one-time money, would be used for cosmetic improvements and some equipment purchases for classrooms on the mall and

done. It would be nice to do more of it," Marshak says.

The legislative request represents "a once-in-a-generation opportunity," Bruininks says, and to succeed will need wide support from within the University. He responds to one concern he knows is out there: "What about all the other academic needs?" And there are a lot of them. We know we're going to have to make long-term investments in these areas. If we're successful here, we create a lot more flexibility to build elsewhere."

"It's important to communicate with your legislators," Marshak says. "One thing they always tell us is that they rarely hear from faculty and staff. They particularly like to hear from people who live in their districts."

At the October regents meeting, Yudof joked that the regents should be canceling all their vacation plans. "I don't want any one of us to say there was something we might have done that we didn't," he said.

—Maureen Smith

## Digital Autumn

continued from page 3

### October 28-31 Educom '97: a look at higher ed

In its second Digital Autumn event, the University hosted Educom '97, a national conference at the Minneapolis Convention Center on information technology in higher education. Educom, a consortium of higher education institutions that promotes access to and use of information resources in educational and scholarly settings, tackled a large variety of topics in its 1997 meeting. Included were sessions on virtual education via the World Wide Web, distant students, Web publishing, telecommuting, and ethics and civility in an electronic community. Educators had a chance to gauge how their institutions were keeping up with changes in the learning environment and to talk to people in different but related fields, such as public librarians.

As host, the U was the only university allowed to display its projects in an exhibition hall. With eight displays, the College of Education and Human Development had the most of any U unit—and got plenty of attention, says Anthony Hill Simone, Web design and development specialist for the college. One college project, Youth & You, links people to all the programs in which U faculty or staff work with K-12 schools. For example, a parent could search for U involvement in schools by geographical area or by specific subject area. Another project, the award-winning Web 66, helps K12 schools get on the Web by providing instructions for setting up a server and e-mail.

The U's online registration system, developed by the Registrar's Office, also scored a hit with the Educom crowd.

"I think the U has made a tremendous leap forward with its Web registration system," says Simone. "A lot of other universities are interested in it."

### Nov. 10-11 Conference on Electronic Commerce: customer service

The third Digital Autumn event tackled the question of how business can best keep promises to customers in the age of electronic transactions. Sponsored by the Carlson School and co-sponsored by Andersen Consulting, the event at the Mall of America's Doubletree Grand Hotel looked at ways to apply proven business principles through new information technologies.

"We recognized that good commerce means developing good service relations with customers," says the Carlson School's Les Wanninger. "We must ask, 'Who are our customers, and what are we trying to accomplish for them with a Web site?' The conference presented representatives from industry who have done it right." Whether electronic commerce is carried on by e-mail, fax, business-to-business fund transfer, or the Web, businesses must realize that any contact with a customer has a net positive or negative impact on the business' image with that customer, Wanninger says.

### Coming up SEAL launch: international trade

The fourth event, the SEAL launch with the United Nations, will put the Secure Electronic Authentication Link (SEAL) in place to make the University the North American connection point to the U.N.'s Global Trade Point Network. The network allows business people around the globe to buy and sell over a secure "backbone" for electronic commerce. Thus, Minnesota small business owners will be able to make secure international transac-

tions through this Minnesota-based hub, which could lead to explosive growth in international trade and electronic commerce and an increase in small companies' share in it.

The SEAL linkup will probably take place sometime in early December, says Don Riley. Riley, who has been instrumental in organizing and coordinating Digital Autumn, says that the linkup will involve full deployment of "smart cards" for gaining access to the network, as well as installation of security technology and software that will allow secure data transmission and commerce.

Taken together, the events of Digital Autumn seem to be about breaking down barriers—barriers that keep University faculty from working closely with businesses or even faculty in other disciplines, barriers between businesses and their customers, and barriers that keep some members of society from reaping the full benefits of technology. Because much remains to be done, discussions spawned by Digital Autumn will continue at the University for a long time. Various colleges and academic units will continue to digest the outcomes from the Digital Summit and draft specific plans for working with industry. For example, Wanninger said that the summit will lead to a series of January workshops in which the Carlson School can address specific areas of interest to businesses, such as measuring success with Web-based transactions and managing employees and businesses in the age of the Web and fast-paced change.

Where the revolution will ultimately lead is anyone's guess, but judging from the response to Digital Autumn so far, it's clear that more barriers are going to tumble.

—Deane Morrison

# Behind the scenes with Tonya Brown

The president's new chief of staff talks about her role, her boss, and early morning meetings.

Tonya Brown has been at the U only a few months but has already learned that Minnesota is a land of "morning people."

"People here are much more interested in early morning meetings than they were in Texas," says Brown, President Mark Yudof's chief of staff. At the University of Texas at Austin, where Yudof was provost, Brown was assistant dean of admissions in the law school.

"I find myself going to meetings at 7:30 or 8 in the morning," she says. Her work day, on the other hand, ends about the same time it did in Austin—about 6:30 in the evening. "I have twins who just turned one—Travis and Tamara—so I try to limit my evening and weekend work."

Prior to her position at Texas, Brown practiced law at two Houston firms, where she specialized in commercial litigation. In her new job, she finds her legal background is valuable experience for many of the chief of staff's duties.

"Law school teaches you to be a little skeptical, not take things at face value," she explains. "The legal profession also teaches you to look at things from a wider perspective and to consider the consequences of decisions or issues—what impact they'll have on the larger community."

It doesn't hurt, either, to have lots of experience working with contending parties. "Many things about this job remind me of practicing law—things that come up unexpectedly and that require quick evaluation and resolution," she says. "There's also a strong aspect of negotiation involved, trying to alleviate disputes between departments or individuals and to find resolutions that satisfy the needs of all parties, including the University."

Brown sees her primary role as the "behind-the-scenes person who does whatever is necessary to see that



Photo by Tom Foley

Presidential chief of staff, Tonya Brown

President Yudof's agenda is communicated and acted upon."

"I'm the person who sees to it that his vision—I hate to use that word, but can't think of a better one—is realized," she says.

Another of her tasks is to streamline communication going from the President's office to the board of regents as well as to other constituencies. Here, her work coincides with what she sees as one of Yudof's strengths—the ability to wade through a mountain of paper and quickly ferret out the most salient information.

"He is very hesitant to make decisions without what he considers to be sufficient information," she says. "At the same time he is excellent at boiling things down to the information that's really important." As a longtime associate of Yudof, she has also come to respect his openness to debate and disagreement—at least up to the point where a decision has been made.

"One thing I've learned is that Mark does not mind if you disagree with him. Sometimes a competing point of view will change his mind," she says. "He is very open to communication, very open to other opinions and perspectives, and very willing to admit when he's wrong."

"What he doesn't like is to explain an idea, roll out a proposal on which no one has offered any comment or feedback, and then to hear criticism of it after the fact. He is very direct and he appreciates that quality in those who deal with him."

For now, Brown and her husband—a U.S. attorney—are renting lodgings in Riverplace. They plan to go on renting at least a year before buying a house. "We didn't really have time to look around before coming here," she explains. "The Twin Cities are different from Austin in that there are a number of communities and neighborhoods, all of them quite different from one another."

Riverplace also offers an advantage when it comes to yet another big difference between Texas and Minnesota—the climate.

"We have underground parking," she says with a smile. "Since neither my husband nor I are used to the cold, we didn't want to have to shovel until we got used to it."

—Richard Broderick

## The Grace Trilogy

For three U women, a newly published work is a journey of soul



Authors of *The Grace Trilogy* from left: Julieanne Carver, Mary Kathryn Love, and Margaret Perron. At right: Love.

On a Monday night in November, more than 200 people are sandwiched between the Shakespeare collection and the Bible reference works in the northeast corner of the Barnes and Noble Bookstore at Har Mar Mall in Roseville. Music from a harp and flute float quietly through the crowd; in the back, a table entices festively with strawberries and melon, fruit, cheese, and some first-of-the-season holiday cookies. Most of the people in the audience are women, but there are also a few men, one baby, and at least one University professor.

The attention at this reading is on the three women who take seats at the front table. Mary Kathryn Love, Julieanne Carver, and Margaret (Mari) Perron, are not your average writers about to read from their work. They

are University staff members with fulltime jobs and families, who call themselves "ordinary women."

"We come here because we have a story to tell," says Love, opening the evening in a soft, husky voice.

That story, called *The Grace Trilogy*, has just been published by Hazelden Publishing. Each of the work's three books, called *Grace*, *Peace*, and *Love*, has a story to tell; together, that story is one of transformation.

The women's journey began in spring 1993, when Perron was hired as a pro-

gram associate in the Alternative Studies Program (ISP) of the School of Public Health's health management and policy division, an office in which Carver and Love both held similar positions. In November, Carver and Love both discovered they were pregnant, and ultimately delivered within days of each other. Carver's baby boy was healthy, but Love's baby girl, whom she and her husband named Grace, died from a rare heart defect on August 29, 1994, when she was five weeks old.

Out of this tragedy, the three women came together, first in support of a suffering colleague, and then in a deepening friendship that intensified in what Perron calls "three women's shared journey to oneness." Theirs is a spiritual journey, one for which they not only do not apologize, but loudly celebrate. In their books, they write of unexplained coincidences, out-of-body experiences, dreams in which the same figures appear to each of them, and yes, conversations with angels. Their relationship and their shared mystical experiences became so meaningful, they began to call themselves the "spirit sisters."

They know there are skeptics. At one time, they say, they might have been, too. But, says Love, whose book *Grace*, was begun as journal to her baby before she was born and continued after her death, "We stopped discounting what would have been considered a random collection of events and gave credence to them. You have to trust that having spirituality in your life—if you're open—is your birthright."



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## Grace Trilogy

continued from page 5

"We stopped discounting what we thought," echoes Perron, who co-authored *Love*, and wrote *Peace*, a recounting of her ongoing inner dialogue with Peace, her angelic source of strength and wisdom. "We began to say, 'Our thoughts matter.' We gave credence to angelic wisdom. We said, 'We'll remain open, even when we stumble.'"

The third book, *Love*, was co-written by all three women, and is the story of how their friendship blossomed and matured after Grace's death, and how that death became the catalyst for their spiritual exploration. Today, the women say, their growing transformation has affected every aspect of their lives, including work.

"We couldn't separate our spirituality from our work. We can't leave it at the door at 8 a.m. when we go into our jobs," says Love.

In fact, she says, it has actually made them more productive.

"One big thing is that we're happier," she says. "We get things done more rapidly. For another thing, when obstacles cross our path, where everything goes wrong, we flow with it instead of resisting it. We say, 'What can this teach us?' It's taken a lot of the stress out of working."

They admit that working in a creative environment with a supportive boss has made it infinitely easier.

"We were in an environment that encouraged creativity from the beginning, even

before my daughter was born," says Love. "We've always been able to say here, 'If we can solve this creatively, let's do it.' Our boss let us gravitate toward our strengths. He'd just say, 'Show me.'"

That boss is Vernon Weckwirth, who attended the reading at Barnes and Noble and has supported them in the unfolding of their story. He told the *St. Paul Pioneer Press* that the women are "highly productive and disciplined in their work. The most productive people are those who bring meaning to their jobs because of meaning in their lives."

That's one of the secrets, they say. "We were never real rule-bound," says Perron. "But after Mary's baby died, what rules we did have were thrown out. We stopped seeing ourselves as operating separately and became a community. Seeing yourself as part of a bigger whole makes you see yourself as not just tasks. That's not hard to do at the U, because here we can feel part of a community with a worthwhile message."

To continue their work, the women have started Grace Foundation, dedicated to finding the sacred in everyday life. Ten percent of the royalties from the sales of *The Grace Trilogy* will be used to support the foundation. If the opening night reading is any indication, that will be significant: sales that night set an opening-night record at that Barnes and Noble.

Says Perron, "It's such a tribute to our work environment that this could flourish here. Anyone could experience that here. We're so hungry for it."

—Mary Shafer

## Media watch

The issue of temporarily housed students continued to generate interest locally, with KSTP-TV, WCCO-TV, WCCO-AM, the *Star Tribune* and the *Pioneer Press* all covering the topic. The ongoing situation was eloquently articulated by **Mary Ann Ryan** and **Nancy Lee** from Housing and Residential Life. A research story on vanquishing chronic pain nerves, featuring **Pat Mantyh** from the School of Dentistry, was covered by Minnesota Public Radio, KSTP-TV, WCCO-TV, WCCO-AM and the *Pioneer Press*. Climbing the water tower on the St. Paul campus is no easy feat, so when senior vice president for finance and operations **JoAnne Jackson** did just that, the event was covered by WMNN-AM, KTCA-TV and the *Pioneer Press*, which ran a large, color, front-page (metro section) picture accompanying the story. **Beautiful U Day**, and an array of related events, appeared on television sets across the metro area, thanks to KARE-TV, WCCO-TV, KSTP-TV, and KTCA-TV. When Gov. Arne Carlson said the U's legislative capital request is "non-negotiable," the media were listening. Carlson's comments, and great footage of the U's marching band, Northrop Mall and Northrop Auditorium, ran on KSTP-TV, KMSP-TV, WCCO-TV and appeared in the *Star Tribune* and *Pioneer Press*. **Dan Dahlberg**, physics professor, and other members of the **Physics Force**, wowed audiences during Inauguration Week, and caught the attention of KARE-TV and the

*Star Tribune*, which ran two stories on the fabulously fun physicists. Speaking of Inauguration Week, the local and state newspapers, television stations, and radio stations provided rousing coverage, culminating in a three-page, full-color spread in the *Star Tribune*. When former faculty member **Paul Boyer** was awarded the Nobel Prize in Chemistry, the honor was proudly announced by the *Star Tribune*, *Pioneer Press*, and K102-FM. When the stock market, um, "adjusted" in late October, the media came calling in an effort to update and inform their readers, viewers and listeners. Carlson School of Management professors **Tim Nantell**, **Larry Benveniste**, and **Paul Seguin** answered the call. Combined, they provided insight and expertise for WCCO-AM, KSTP-AM, WMNN-AM, the *Star Tribune* and the *Rochester Post-Bulletin*. Women's Studies, 25th birthday was celebrated by the *Star Tribune* and the *Pioneer Press*. Other story topics that appeared last month on radio, television, and in print featuring U students, staff, and faculty, included stories on kids and germs in the kitchen, talking to troubled children, teens and school absenteeism, pet therapy, Kevin Garnett's contract, binge drinking, Title IX gender equity, Columbus Day, urban development, insomnia, children's literature, Internet2, shopping habits and staying fit during the winter months. Multifariousness.

—Mike Nelson, University News Service

## Perspectives

# Scenes from a snowy landscape

### U humanities profs share their favorite winter literature.

**S**ure, there are lots of wonderful poems and prose passages celebrating spring, summer, and fall. But nothing quite matches the power of winter to excite the literary imagination. If spring is the season of renewal, then winter is the quintessential season of mortality—witness Conrad Aiken's "Silent Snow, Secret Snow," Jack London's "To Build A Fire," or the blizzards that howl through Ole Rolvaag's *Giants In the Earth*.

But where better to look for examples than right here on campus, this unique intersection of frostbite and literary passion? So *Kiosk* asked some faculty for their favorite literary passages about winter. Choose an old favorite, we advised, or something you yourself have written. Here's what we heard:

**Patricia Hampl, professor, English department; poet and memoirist: *The Great Gatsby* by F. Scott Fitzgerald.**

Hampl says: *The Great Gatsby* takes place during a sultry Long Island summer, but there is a miraculous passage toward the end of the book, that always rises to my mind when we make the sharp turn into serious winter. I think I have most of it memorized by now, and every winter I remember it gratefully, glad to greet Nick Carraway once again remembering the Minnesota winters of his youth:

One of my most vivid memories is of coming back West from prep school and later from college at Christmas time. Those who went farther than Chicago would gather in the old dim Union Station at six o'clock of a December evening, with a few Chicago friends, already caught up into their own holiday gayeties, to bid them a hasty good-by. I remember the fur coats of the girls returning from Miss This-or-That's and the chatter of frozen breath and the hands waving overhead as we caught sight of old acquaintances, and the matching of invitations: "Are you going to the Ordways'?" the Herseys' the Schultzes'?" and the long green tickets clasped tight in our gloved hands. And last the murky yellow cars of the Chicago,

Milwaukee & St. Paul railroad looking cheerful as Christmas itself on the tracks beside the gate.

When we pulled out into the winter night and the real snow, our snow, began to stretch out beside us and twinkle against the windows, and the dim lights of small Wisconsin stations moved by, a sharp wild brace came suddenly into the air. We drew in deep breaths of it as we walked back from dinner through the cold vestibules, unutterably aware of our identity with this country for one strange hour, before we melted indistinguishably into it again.

That's my Middle West—not the wheat or the prairies or the lost Swede towns, but the thrilling returning trains of my youth, and the street lamps and sleigh bells in the frosty dark and the shadows of holly wreaths thrown by lighted windows on the snow. I am part of that, a little solemn with the feel of those long winters, a little complacent from growing up in the Carraway house in a city where dwellings are still called through decades by a family's name....

**Valerie Miner, professor, English department; novelist and essayist: *Before and After* by Rosellen Brown; *All Good Women* by Valerie Miner.**

Miner says: I'll never forget the images of blood in the snow. The novel, set in New Hampshire, is a rich portrayal of winter as a time/place of domestic refuge and raw vulnerability. It is an acute psychological examination of a troubled family as well as a fascinating study of the complexities of small town New England society. In the book, seventeen-year-old Jacob Reiser is suspected of killing his girlfriend. The Reiser family's lives change irrevocably in the unfathomable chasm that divides "before" and "after" the murder.

From my own work, I'd select a paragraph from *All Good Women*. This chapter is set in London during World War II. Although I have lived in Minnesota and Toronto for nine years, although I have traveled in Alaska in the winter, I have never been colder than during the years I lived in London.

Here's the passage, from page 207, chapter 17:

The house smelled especially damp today and Ann couldn't help noticing the wallpaper next to the stair

lamp had unpeeled another half inch. She was alternately fascinated and beleaguered by life in this cold, musty house. The most exotic aspect was leaving your cozy room in the middle of the evening for the lav and finding yourself breathing fog in the hallway. The British prized their ability to survive. London Pride they called the flower which grew like weeds from the bomb craters.

Valerie Miner is the faculty program leader for this spring's *Literature and Theatre in London* class. For more information call Miner at 625-0183 or the Global Campus at 625-3379.

**Richard Leppert, chair of the department of Comparative Literature and Cultural Studies; Stephen Spender's "Ice."**

Leppert says: I like two things about this poem. In a weird way I am attracted by how explicitly old-fashioned it is—poets just aren't writing this kind of ornate verse any more. There is also a kind of clockwork charm to the language and the way the words are woven together. Coupled with the juxtaposing of images of ice and heat, there's an appeal in "Ice" that operates on several different levels. I find myself affected by the poem's unaffected emotion while at the same time admiring the skill and almost cunning of the craftsmanship.

She came in from the snowing air  
Where icicle-hung architecture  
Strung white fleece round the Baroque square.  
I saw her face freeze in her fur,  
Then my lips ran to her with fire  
From the chimney corner of the room  
Where I had waited in my chair.  
I kissed their heat against her skin  
And watched the red make the white bloom,  
While, at my care, her smiling eyes  
Shone with the brilliance of the ice  
Outside, whose dazzling they brought in.  
That day, until this, I forgot.  
How is it now I so remember  
Who, when she came indoors, saw not  
The passion of her white December?

—Richard Broderick

## Rural Economic Development chair established at UMC

A Chair for Rural Economic Development has been established as the first chair at the University of Minnesota, Crookston (UMC) by the Dr. Frank W. Veden Charitable Trust. A \$500,000 gift from the Veden trust will be matched with permanent University funds of \$500,000.

Veden, who died in December 1994, was a School of Dentistry graduate who practiced in Fergus Falls for 54 years.

## Arshi Pipa is remembered

The Department of French and Italian deeply regrets the death of Professor Emeritus Arshi Pipa, who died in Washington D.C. on July 20. Born and educated in Scutari, Albania, Pipa completed his doctoral studies in Florence, Italy. He spent a decade in prison for his opposition to the Albanian government that seized power in 1945. After his imprisonment, Arshi came to America where he taught at Georgetown, Columbia, and Berkeley before being appointed in 1966 to the University's Department of Romance Languages.

His many scholarly papers and publications composed in English, French, or Italian, bore the imprint of an enlightened thinker not bound by systems or ideologies. A former student remembers him as, "a gentleman and humanitarian. His sincere admiration for the poetry of Dante, Petrarca, Leopardi, Pascoli, Ungaretti, and Montale influenced all his students. His analytical method didn't have a label, nor did it need one. It was born of his intelligence, education and passion for poetry. His insightful criticism of my work, though often acute and severe, remains, even today, very valuable."

## Kudos

■ **Carol A. Johnston**, senior research associate at the Natural Resources Research Institute (NRRI), of the University of Minnesota, Duluth, has recently been appointed as vice-chair of the Water Science and Technology Board (WSTB) of the National Research Council. The WSTB is group of 17 experts from across the nation who advise the government on water issues. Johnston will serve a three-year term.

■ **Judith Reisman** received the Minnesota Occupational Therapy Association 1997 communication award, the association's highest honor. Reisman, associate professor in the Department of Physical Medicine and Rehabilitation, is director of the program in occupational therapy.

■ **The departments of Plant Pathology and Parking and Transportation Services** have received Minnesota Great! awards for their pollution prevention efforts. Plant Pathology's Dann Adair was responsible for replacing St. Paul campus greenhouse lighting with PCB-free and high-efficiency light fixtures. Parking and Transportation Services installed new gate controllers in parking ramps to reduce automobile waiting time.

■ **Parking and Transportation Services** has received the 1997 Infinity Award from Metro Commuter Services. This award category, inaugurated this year as part of the Commuter Choice Awards, sponsored by Minnesota Rideshare, recognizes organizations with a commitment to maintaining and improving impressive and viable alternative transportation programs.

# Weisman's "Indian Humor": a mixed bag

Humor can be a dicey thing. What strikes one person (usually the source of the joke) as hilarious may strike the next as offensive, stupid, obvious, or dull.

In the case of "Indian Humor," a touring exhibit organized by the American Indian Contemporary Arts Gallery in San Francisco and currently on view at the Weisman, the issue isn't humor's problematic nature—little of the work by these 38 artists is exactly what you'd call funny—but the curators' failure to separate the wheat from the chaff when deciding what to include in the show. The range of quality runs from the top-notch to the trashy.

Easily the Best of Show is the earthenware sculpture *The Cow Woman Isn't Amused* by Roxanne Swentzel, a Santa Clara Pueblo. *Cow Woman* is witty, imaginative, and eerily life-like—she reminds me of the time a friend pointed out that the comic strip character who most resembles a real human being is Zippy the Pinhead. Although she looks like a cross between a Sumerian goddess and a neolithic fertility fetish, I half expected her to get up and deliver a rebuke.

Some items in "Indian Humor" are extremely well crafted but end up being subverted by clichéd or sophomoric stabs at humor. The multimedia masks created by Muriel Antoine are arresting, and one of them in particular, which has a stylized fish or lizard design on a red background, is especially compelling. But when I saw the title, *I Dreamt I Was A Goddess In My Maidenform Bra*, I couldn't help thinking, "Hey—wasn't that comic formula exhausted about 1966?"

Still other work is stronger in concept than execution. I couldn't help wishing, for instance, that Ernie Pepion had done a little more with *Final Winter Count*,—a satirical work that replaces the stretched buffalo hide Plains Indians used for pictographs with a disposable diaper—than simply string the diaper up on a wood frame. Or that he had avoided punning titles like *Manifest Dysentery* and *Time For A Change* in two other diaper-centered displays. Please! Stop! I can't breathe I'm laughing so hard!

Meanwhile, alongside the imaginatively conceived and executed, the well-executed but not so imaginative, and everything in between, there is a contingent of works in "Indian Humor" whose inclusion in the exhibit can only be justified with some pretty strenuous special pleading. How else did the "installation" entitled *Nina, Pinta, and The Santa Maria* show up on the manifest? The work of Joanna Osburn-Bigfeather, *Nina* consists of three Classico brand spaghetti sauce jars that have been filled with dried beans and corn then mounted on toy buckboards. That's it.

The copy on the placard next to *Nina* goes on and on about how the installation "may be" a subtle satire on Columbus' voyages, and that the corn and beans "may be" another layer of satiric reference to the staple crops brought back to Europe from the Americas. Yes, but on the other hand, *Nina, Pinta, and Santa Maria* "may be" just another shockingly indifferent offering that no amount of spin control can redeem. To her credit, Osburn-Bigfeather is consistent. The other of her installations in the exhibit, *May I Serve You? Cultural Artifacts* is equally lackluster.

—Richard Broderick

"Indian Humor" continues at the Weisman through January 4. For more information, call 625-9494.



Wide-eyed and bushy-tailed, by Harry Fonseca, part of the "Indian Humor" exhibit

## CareerScapes

### Your money or your life

If you think lifestyles have become more hectic over the years, you are right. Compared to 20 years ago, the average North American works 20 percent more hours, with 32 percent less free time. With the ever-increasing demands of work, home, family, AND life, employees often are fatigued and burned out.

Some have re-evaluated their lifestyle choices and simplified their lives. Amy Saltzman, in her book *Downshifting: Reinventing Success on a Slower Track*, described a "new breed of career trendsetter: the downshifter." Downshifters are employees who modify work commitments to allow time for other areas of their lives, reflecting personal values and life fulfillment.

The desire to downshift is prevalent. In a recent survey, 28 percent of respondents said they had voluntarily cut work hours to spend more time with families. Other surveys show that 60–80 percent of respondents would cut back on their work schedules if they could. Reducing work hours even slightly and finding ways to simplify your life can have a dramatic effect.

You are probably thinking of several reasons why downshifting won't work for you. Here are a few common reasons:

#### ■ "I can't afford to reduce my income."

Start by finding ways to spend less.

Believe it or not, you probably can live on less and be happier to boot. It won't happen overnight. You'll need to re-think spending habits and the role money plays in your life. An excellent book is *Your Money or Your Life* by Joe Dominguez and Vicki Robin. This how-to book teaches you to spend less and feel liberated by the process. Another useful book is *Living the Simple Life* by Elaine St. James.

#### ■ "My job is too demanding."

True, your job won't be done the same way with fewer hours. However, maybe this is a time to prioritize your responsibilities. Can you eliminate steps without compromising quality? Can some tasks be eliminated altogether? Can a student employee take over some responsibilities (usually at a cost savings to your department!)?

#### ■ "My supervisor won't support it."

Your supervisor's top priority is to get the work done. Some jobs require coverage at all times and may not lend themselves to reduced or flexible hours. Then you may need to look for another job with more flexibility. If you have any performance problems, your supervisor may not have confidence in your skills to manage the job on less time. However, if you have a strong track record and present an

organized plan of how the work can get done while saving the department money, you may be able to make a legitimate case. In this case, downshifting can benefit your department as well.

#### ■ "It might hurt my career."

If your goal is to climb up an organizational hierarchy, you may not be as "successful" as someone who works long hours. You may be perceived as less motivated, even if you are able to accomplish just as much in less time. However, if your goal is to create life balance, you may be "successful."

#### ■ "I need my benefits."

By working 75 percent time, your benefits remain the same. At 50 percent time, you can get medical insurance unsubsidized. True, you will be accumulating less in your retirement accounts, but by making real spending reductions, you may be able to make up some of the difference. Consult Employee Benefits about how specific options affect your bottom line.

The 20th century philosophy was "time is money." Maybe the credo for the 21st century should be "time is much more valuable than money."

Think about it.

—Barbara Krantz-Taylor

# December calendar



To find out more about individual U theaters, museums, and events, check out the online events calendar at [events.tc.umn.edu](http://events.tc.umn.edu).

## SPECIAL EVENTS

### Mon., Dec. 1–Sun., Dec. 14

■ **Weisman Art Museum Store Holiday Sale for U**—U of M students, staff, and faculty can present their U cards at the Weisman Art Museum store and receive 20 percent off all purchases during this two-week period. The Museum Store features art by local and national artists, jewelry, books on art and culture, toys for all ages, and holiday cards and ornaments—all at affordable prices. Open seven days a week for the holidays. FFI: 625-9495.

### Sat., Dec. 6

■ **Auxiliary Holiday Sale**—Choose from a great selection of wreaths in many sizes, centerpieces, candles, ornaments, bookmarks, pressed-flower cards, door swags, and fresh greens. All one-of-a-kind items have been hand-crafted by Auxiliary members. (No credit cards; cash, checks, or Auxiliary gift certificates only.) Open to the public. Minnesota Landscape Arboretum, 9 a.m.–3 p.m. Gate fees: \$4 for adults 16 and over, \$1 for kids ages 6 to 15, kids 5 and under and members are free. FFI: 443-2460, ext. 566.

■ **Coventry Carolers**—Amid the bustle of the Auxiliary Holiday Sale, enjoy the cheery holiday sounds of the Coventry Carolers. Snyder Building. 11 a.m.–1 p.m.

### Sun., Dec. 7

■ **Raptor Center Open House: "Free an Eagle and Feed a Child"**—Visitors are encouraged to bring food items for the Second Harvest St. Paul Food Bank, to be distributed to local food shelves, crisis shelters, and homeless centers. Tour the Raptor Center, get your picture taken free with a bald eagle (for 20 nonperishable items), owl (10 items), or kestrel (5 items). Food donations also qualify you for a drawing to release a rehabilitated eagle, owl, or kestrel back to the wild, plus a 10 percent discount coupon on all Raptor Center gift store purchases until December 31. Food donations accepted now through December 7. 11 a.m.–4 p.m. FFI: 624-4745.

### Wed., Dec. 10

■ **International Human Rights Day**—Celebrate human rights at the First Unitarian Society of Minneapolis. Events include silent auction and a performance by the Minneapolis Gospel Choir. At \$19.48, tickets signify the year the Universal Declaration of Human Rights was adopted by the United Nations. FFI and tickets: 626-0041. Sponsored by the U's Human Rights Partners Program.

## EXHIBITS

**Goldstein Gallery, 244 McNeal Hall, St. Paul.**  
FFI: 625-2737

■ **The Campbell Collection of Soup Tureens from Winterthur**—This collection of unusual and rare soup tureens features some of the world's most beautiful and historically important examples of soup tureens and soup-related items. Including ceramic and silver pieces from Europe, China, and the United States, these decorative arts date mainly from the 18th and 19th century. This is the last venue for the exhibition, which has been on tour for 25 years. Through January 4.

**Coffman Gallery 3, Coffman Memorial Union,**  
FFI: 624-4636

■ **Psynonymous Exhibit**—A costume display created by women to express themselves. Garments are from all walks of life. Open Mon. through Sat., 9 a.m.–9 p.m. Through Fri., Dec. 12. Free.

**Minnesota Landscape Arboretum, FFI: 443-2460,**  
ext. 566

Gate fees apply unless stated otherwise: \$4 for adults 16 and over, \$1 for kids ages 6 to 15, kids 5 and under and members are free.

■ **Festival of Trees 1997: Babes in Toyland**—The Snyder Building auditorium will be transformed into a wonderful holiday display of evergreen trees. Each tree will be decorated with handmade and natural materials (no lights) by various garden clubs, herb societies, and other non-profit

groups. Self-guided or volunteer-guided group tours available by advance registration. Wed., Dec. 10 through Sun., Jan. 4. Display is free with regular paid Arboretum gate admission.

**Tweed Museum of Art, UMD, FFI: 218-726-8222**

■ **Etchings by Anna Marie Pavlik: Fables for these Times**—A UMD alumnus living and working in Austin, Texas, Anna Marie Pavlik works primarily in copper etching. Through Dec. 21.

■ **I ASK YOU: Artists Respond to Questions about the Future of Electronic Media (Guest Curator: Leif Brush)**—This unique, largely "virtual" exhibition brings together some of the world's foremost practitioners of electronic and computer generated/transmitted art. Through Dec. 21.

**Weisman Art Museum, FFI: 625-9494**

■ **Indian Humor**—Images in this exhibit help redefine negative ideas and humorless approaches to viewing Native Americans, and include reflections of historical events, activities of the trickster, people playing Indian, humor in domestic situations, and "insider" private jokes. Through Jan. 4.

■ **The Unseen Wanda Gág**—Artist and Minnesota native Wanda Gág is best known for her prints and incredible contributions to children's literature. This new exhibition of rarely seen work is taken from the collections of the Philadelphia Museum of Art and the Van Pelt Library at the University of Pennsylvania. Through Jan. 26. Free.



Girl standing by a Chest with Vase of Flowers by Wanda Gág. At the Weisman through January 26.

## MUSIC

### Wed., Dec. 3

■ **University Band and Symphonic Band**—Paul Kile and Jerry Luckhardt, conductors. 7:30 p.m., Ted Mann Concert Hall. Free.

### Thurs., Dec. 4

■ **U of M Men's Chorus, Women's Chorus, Concert Choir, and Brass Choir: "Tis the Season"**—Kathy Saltzman Romey, director. David Baldwin, conductor. 7:30 p.m., Ted Mann Concert Hall. Free.

■ **String Chamber Ensembles**—7:30 p.m., Ted Mann Concert Hall. Free.

### Fri., Dec. 5–Sun., Dec. 7

■ **Twin Cities Gay Men's Chorus**—Fri. and Sat., 8 p.m.; Sun., 2 p.m. Ted Mann Concert Hall. Tickets, \$9–20. FFI: 624-2345.

### Sun., Dec. 7

■ **Children's Home Society Choir of Minnesota and the Wayzata Women's Choir**—The Arboretum is proud to present two choirs in its auditorium. The Children's Home

Society Choir of Minnesota will perform in splendid costume and voice. 1–2 p.m. The Wayzata Women's Choir will add their wonderful voices to the holiday magic. 2:15–3 p.m., Minnesota Landscape Arboretum. FFI: 443-2460, ext. 566.

### Fri., Dec. 12

■ **Butch Thompson, piano: "Yullestride"**—Special guest. Tim Sparks, guitar. Presented by the Minnesota Orchestra. 7:30 p.m., Ted Mann Concert Hall. Tickets, \$19.50–24.50. FFI: 371-5656.

### Sat., Dec. 13 and Sun., Dec. 14

■ **Apollo Male Chorus Holiday Concert**—Sat., 3 p.m.; Sun., 8 p.m. Ted Mann Concert Hall. Tickets, \$12–18. FFI: 933-6322 or 624-2345.

### Fri., Dec. 19 and Sat., Dec. 20

■ **Saint Paul Chamber Orchestra: Amahl and the Night Visitors**—A James Sewell Ballet of a one-act Christmas opera by Gian Carlo Menotti. Hugh Wolff, conductor. Fri. and Sat., 8 p.m.; Sat., 2 p.m. Ted Mann Concert Hall. Tickets, \$16–27 (adults), \$11.25–19 (children). FFI: 291-1144.

### Fri., Dec. 26

■ **Michael Johnson**—A solo performance by the guitarist, singer, and songwriter. Presented by the Minnesota Orchestra. 8 p.m., Ted Mann Concert Hall. Tickets, \$19.50–24.50. FFI: 371-5656.

## LECTURES, WORKSHOPS & CONFERENCES

**Minnesota Landscape Arboretum, FFI: 443-2460,**  
ext. 4

All workshops cost \$30 for members, \$40 for non-members.

### Tues., Dec. 2

■ **Akebono for the Holidays**—1–3 p.m.

### Thurs., Dec. 4

■ **Holiday Wreath Workshop**—Choose session 1 from 10 a.m. to noon or session 2 from 1 to 3 p.m.

### Mon., Dec. 8

■ **Birdhouses for Minnesota Gardens**—10 a.m.–noon.

### Tues., Dec. 9

■ **Create a Boxwood Tree Centerpiece**—10 a.m.–noon.

### Thurs., Dec. 11

■ **Herbal Tea Blends**—1–3 p.m.

## FAMILY ACTIVITIES

**Minnesota Landscape Arboretum FFI 443-2460,**  
ext. 566

### Sat. and Sun., Dec. 6 and 7

■ **Holiday Open House**—The Arboretum's Learning Center will once again sponsor several fun holiday craft activities that the entire family can enjoy.

### Sun., Dec. 7

■ **Twig Loom Activity**—Winter activity for the entire family to enjoy with the help of an Arboretum instructor. On this day, dress to hike outdoors through the Arboretum grounds and gather natural materials to weave on a twig loom. Meet in the Snyder Building lobby. 1–3 p.m. Free with regular paid gate admission.

### Sun., Dec. 14

■ **Make Wrapping Paper**—Winter activity for the entire family to enjoy with the help of an Arboretum instructor. On this day, learn how to make wrapping paper printed with leaves and other natural materials. Meet in the Snyder Building Lobby. 1–3 p.m. Minimal charge to cover cost of materials.

Send calendar items by fax: 624-6369; by e-mail: [urelate@tc.umn.edu](mailto:urelate@tc.umn.edu); by mail: **Kiosk, University Relations, 6 Morrill Hall.** Deadline for January's calendar is December 15.