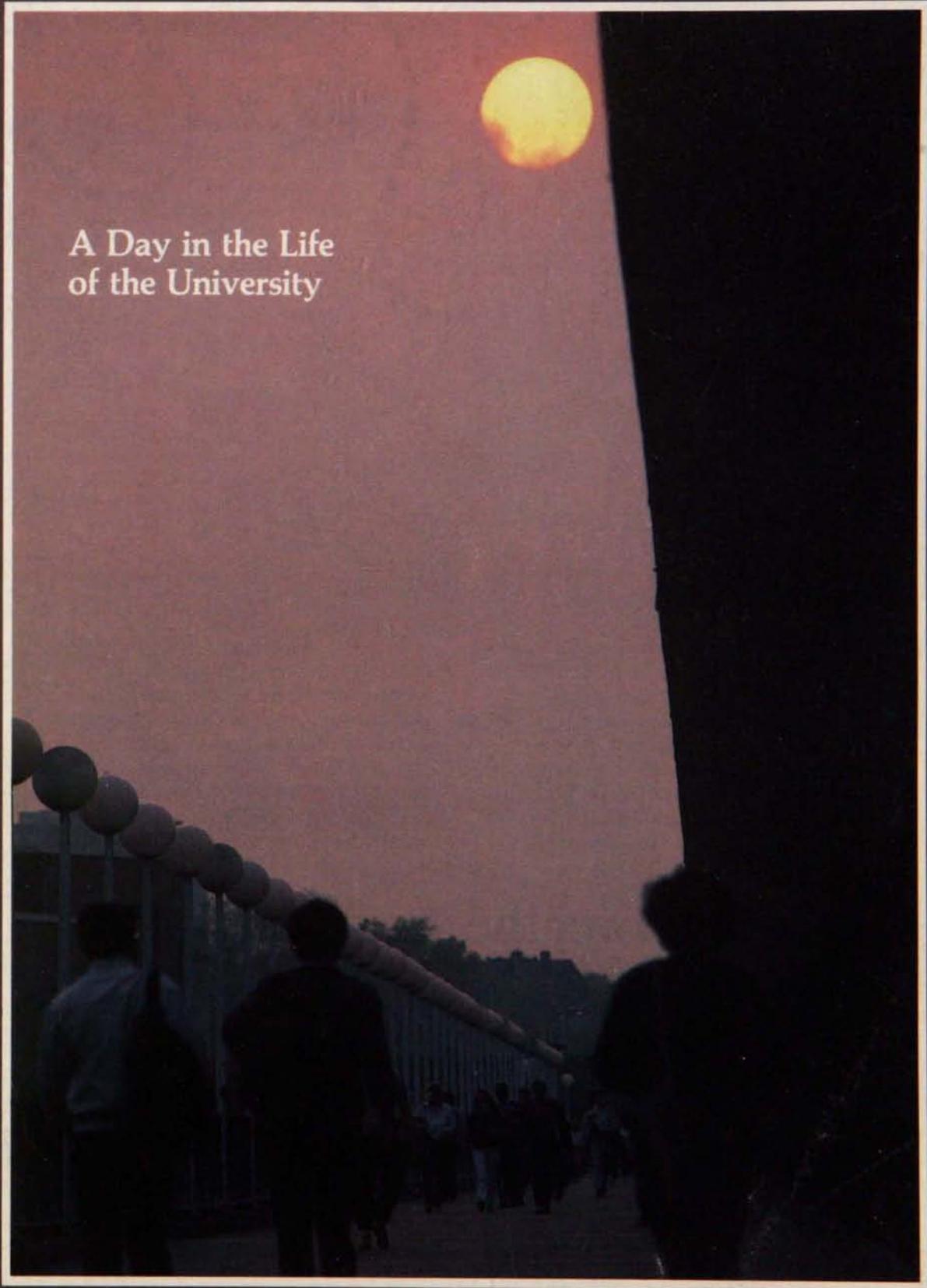


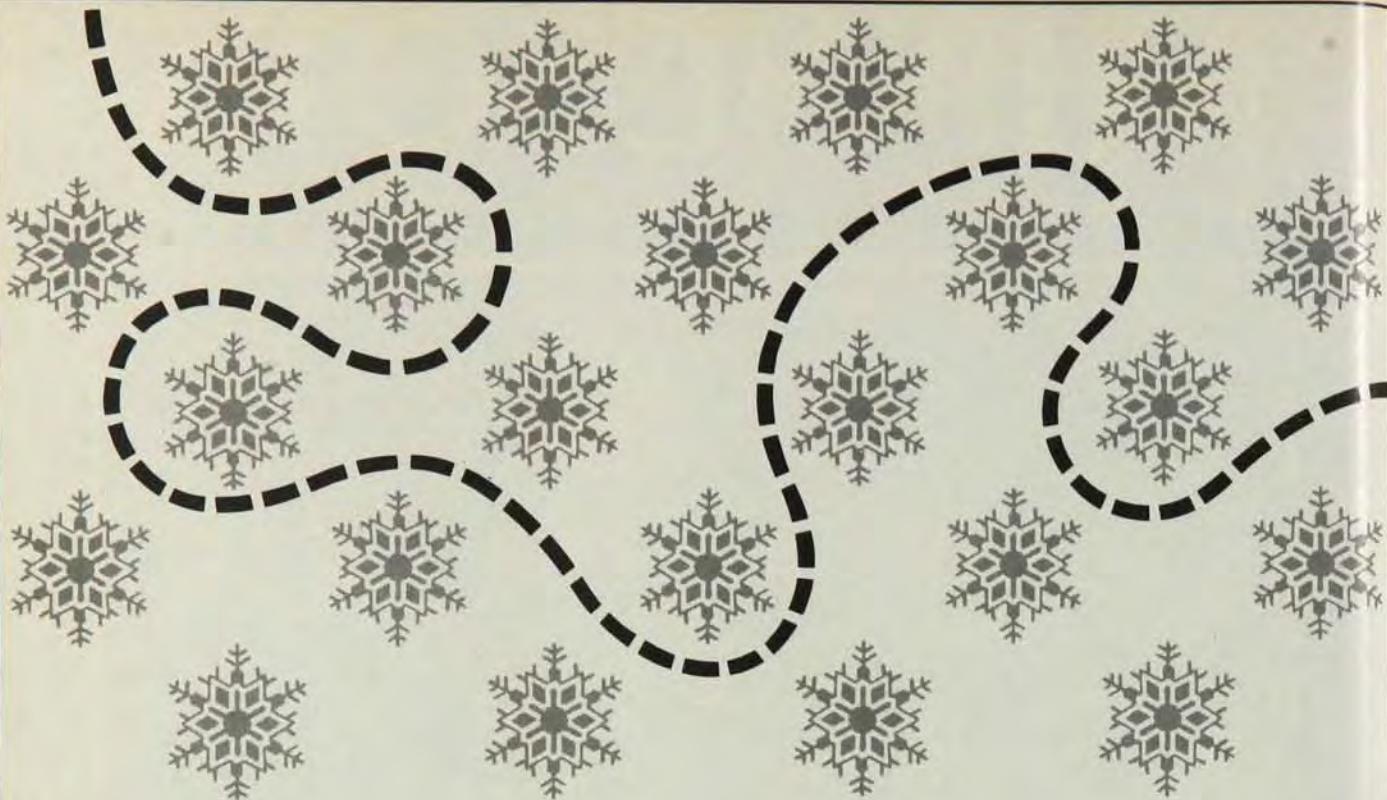
JANUARY-FEBRUARY 1985

# MINNESOTA

University of Minnesota Alumni Association

A Day in the Life  
of the University





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## COVER STORY

### A Day in the Life of the University

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From midnight to midnight every day, with barely a break all year through, the University is alive with life. We bring you glimpses of the flurry and calm, the extraordinary and routine, all captured around the Twin Cities campus one day this fall.

By Chuck Benda



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The waning afternoon daylight of a Minnesota October: after a momentary appearance over the Washington Avenue bridge, the sun quickly disappeared, leaving us hours of darkness still in the day, yet to record.

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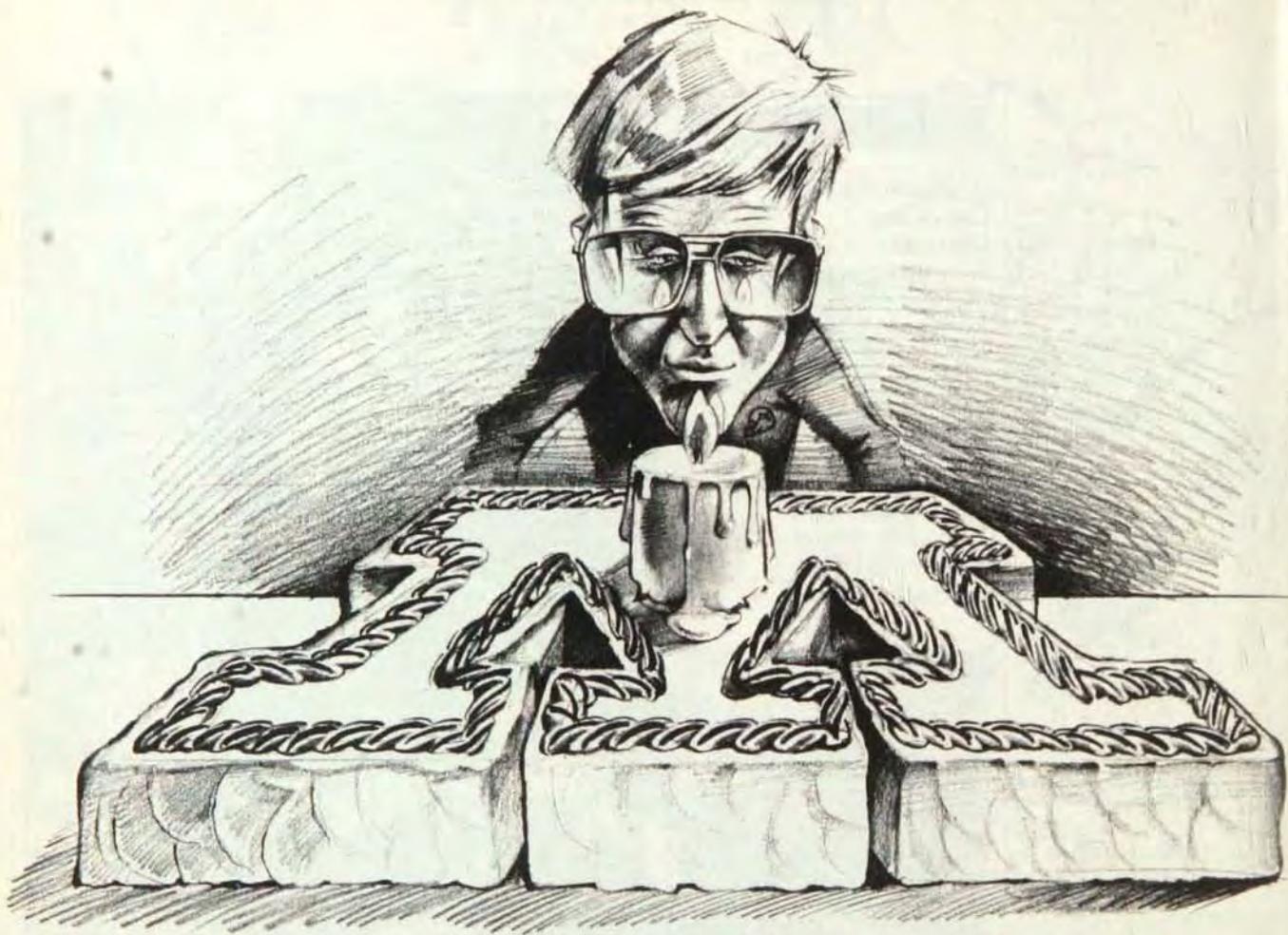
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# HAPPY ANNIVERSARY, LOU.

A new era in Minnesota football began in December 1983.  
Lou Holtz.

One year later it's a whole new U. Minnesota now has a competitive football team. And the prospects look even better. But Lou has only begun. The new football practice facility will be finished in February. It's one of Lou's dreams and it needs to be finished.

If you'd like to wish Lou a happy anniversary... if you'd like to say thanks... if you'd like to help, here's how.

Buy Lou a brick in the new football building. If you send \$75.00 to buy a brick, Lou will send you a special bronze brick replica.

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- Here's \$75.00 for your brick, please send me my brick (\$62.00 tax deductible)
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**THE NEW "U"**

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**Mexico Breakaway.** March 23-30. We're going to do this again. Join us on the Loveboat for Spring Break. From \$795.

**Dutch Waterways Adventure.** May 4-17. Six nights aboard the Amicitia, starting in Amsterdam and ending there. Fly to Paris for three nights, then the TGV Bullet train to Montreux for another three nights. \$2599-\$2799 from New York City.

**British Isles Adventure.** June 28-July 11. To Killarney, Dublin, Edinburgh, and London, with excursions to Ring of Kerry, the Trossach Mountains, Stratford-on-Avon. \$2699 from New York City.

**Alaska, The Wilderness Route.** July 17-28. The last true American frontier. The itinerary takes you to Anchorage, Denali National Park, Fairbanks, Whitehorse, Skagway, Glacier Bay and Sitka. Top off the trip with a cruise on the Sun Princess, from Skagway to Vancouver. Starting at \$2075, from Minneapolis.

**East German Saxon Passage.** August 4-17. A long-awaited opportunity to visit both West and East Berlin, as well as Potsdam, Wittenberg, Leipzig, Erfurt, Eisenach, Meissen, Dresden and Prague. Approximately \$2395.

Prices are based on double occupancy and are approximate at this time. For more information about any of our International Tours, write to: Travel Director, Minnesota Alumni Association, 100 Morrill Hall, 100 Church Street SE, Minneapolis, Minnesota 55455.

### STUDY AND TRAVEL ADVENTURES

**The Natural History and Culture of Peru.** A glimpse of diverse plant and animal life as well as the cultural heritage of ancient civilization. Natural history is emphasized, especially the birds. Includes a visit to Macchu Pichu. October 14-30. \$2500.

**A Winter Birding and Natural History Tour of South Texas.** One of the premier birding areas in this country. In winter, the weather is mild, the waterfowl abundant, and there will be many interesting plants, mammals, reptiles and invertebrates to observe as well. December 29-January 6. \$700.



**Egypt of the Pharaohs.** A tour of the monuments of Egypt, for travelers interested in the unique history and cultures of ancient Egypt. Includes Cairo, Luxor, Aswan and a cruise on the Nile. February 3-17. \$3000.

**Winter Wildlife: A Weekend in the North Woods.** Spend a weekend at Cascade Lodge on the north shore. Enjoy the wildlife, the skiing, and a chance to relax in the beauty of a north woods setting. March 15-17. \$99.

**Winter Photography on the North Shore.** Mornings are for photography workshops, afternoons for recreation in this spectacular winter setting. March 15-17. \$99.

**Rome of the Caesars.** A study-travel introduction to the culture and history of Imperial Rome as revealed through the ancient monuments. Includes an excursion to Pompeii, Herculaneum, and to Tiberius' villa atop the cliffs at Capri. March 16-27. \$2350.

**Photography and Natural History in Florida.** This trip is for naturalist-photographers who are as interested in learning about their subjects as they are in photographing them. There will be opportunities to photograph in small groups or alone. March 23-31. \$850.

**Spectacle of Wild Geese: A Weekend Field Trip.** A visit to Sand Lake Wildlife refuge, where more than a million Lesser Snow Geese and thousands of Canada Geese stop on their way from wintering grounds to breeding grounds. April 6-7. \$25.

**Gardens of the Delaware Valley.** Explore the "Cradle of American Horticulture". Rhododendrons, azaleas, dogwoods and spring flowering bulbs, with emphasis on garden style from a historic as well as aesthetic point of view. May 4-11. \$775.

**Rocky Mountain Wildflower Photography Workshop.** A week at Lone Mountain Ranch, amid the spectacular

scenery of the Spanish Peaks Wilderness Area and the Galatin river valley. Open to photographers of all skill levels, there will be seminars and discussions on outdoor photography technique and ample activities for family members not participating in the workshop. June 9-16. \$675.

**A Historical Sampler of Britain.** Discover the real King Arthur behind the legend; visit the 13th century castle built by Edward I in north Wales; see Hadrian's Wall in Scotland, along with Edinburgh and Walter Scott country. June 15-30. \$2300.



**The Wildlife and Wildlands of Alaska.** The word Alaska is almost synonymous with wilderness. This 10-day tour will study the natural history of Alaskan fish, birds, mammals, and the vegetation of the major biomes. July 6-15. \$1690.

**The Birds and Natural History of Coastal Maine.** An exciting opportunity to see many sea bird species that are breeding at this time of year. Emphasis will be on identification and natural history of sea birds; a boat trip to seek out pelagic species will be included. July 7-13. \$870.

**Music Festivals of Austria.** A trip to charm the ear, dazzle the eye, warm the heart, and delight the palate . . . in the

world that inspired Mozart, Haydn, Beethoven, Schubert, Strauss, Brahms, Bruckner, and Mahler. In addition to cultural pursuits fine Rhine wines and great German cooking will round out the experience. July 13-27. \$2400.

Alumni Association members continue to have access to the study/travel offerings of the University's Continuing Education and Extension. Each tour is conducted by a University of Minnesota instructor who is an expert in the field. Prices listed are approximate at this time. For information call (612) 376-5000 or write: Study & Travel Adventures, 180 Wesbrook Hall, 77 Pleasant Street SE, Minneapolis, MN 55455.

## ADVENTURE TRAVEL

### IDAHO

**The Main Salmon.** The "River of No Return". Big water, quiet water, wilderness and beauty. \$729. MAA members: \$657.

**Middle Fork.** The classic mountain whitewater run in America. The canyon is spectacular. \$813. MAA members: \$731.

**Lower Salmon.** Fun rapids, huge sandy beaches, great weather. \$696. MAA members: \$627.

**Snake/Hell's Canyon.** Cuts the deepest gorge in North America. A dramatic experience. \$509. MAA members: \$458.

**Snake/Birds of Prey.** Offered in springtime where the density of nesting raptors is the highest in North America. \$524. MAA members: \$472.

### OREGON

**Rogue.** Three-, four-, and five-day camping trips; three-day lodge trips. \$299-\$458. MAA members: \$269-\$412.

**Owyhee.** Runnable only during high water in late spring. Swift and heady. \$524. MAA members: \$472.

**Upper Klamath.** Some of the finest whitewater in Oregon, with salt caves, deserted ranches, and badlands. \$215. MAA members: \$194.



### CALIFORNIA

**American.** One- and two-day trips. The perfect river for a quick vacation and a great place for a first taste of whitewater. \$65-\$149. MAA members: \$59-\$134.

**American North Fork.** \$78. MAA members \$71.

**California Salmon.** \$304. MAA members: \$274.

**East Carson.** \$156. MAA members: \$141.

**Lower Klamath.** Two- and three-day trips. \$166-\$255. MAA members: \$149-\$230.

**Merced.** Whitewater here and also one of the best rivers in California for paddle-boating. \$192. MAA members: \$173.

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**Noatak.** The very heart of wilderness Alaska. \$1560. MAA members: \$1404.



MAA members can travel with ECHO on any of the trips listed at 10% discount; groups of 10 or more receive an additional 5% discount. Prices listed are projected prices for 1985; ask about youth rates. Proof of MAA membership is required. Direct all inquiries to: ECHO: The Wilderness Company, 6259 Telegraph Ave., Oakland, CA 94609. (415) 652-1600.

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**F**or most of us, the rising and setting of the sun roughly defines a day in our lives. Even though with winter's shorter days we're up and out before the sun is, and we don't usually end the day at sunset, it is still the sunlight hours that mark our passing days.

But for the University, days are literally without end. Here, much like a large city, the sun rises on a day that is already several hours old. And at most, sunset marks only a changing of the guard: day students go home, night students arrive.

At the University, one day runs into the other with no more fanfare than the quiet ticking of a clock as it passes from 11:59 p.m. to 12:00 a.m. Students studying late in a library or an all-night study hall don't turn into pumpkins at midnight — sometimes they don't turn in at all. Police and other security officers continue to make their rounds. Scattered researchers burn the midnight oil. The University's hospitals fairly bustle with activity.

Early morning brings an increase in activity as food service workers prepare to feed the residents of the University/city, student workers do chores in the livestock barns on the St. Paul campus, and early risers arrive, assured that their industriousness will guarantee them a parking spot and, perhaps, a good grade on an upcoming test.

Though the daylight hours are busiest, the action continues far into the night — lectures, films, club meetings, bowling, beer and pizza, and more late-night studying — until the clock hands sweep twice around the dial, arriving once more at midnight.

On October 10, 1984, beginning at 12:01 a.m., four photographers and half a dozen reporters set out to record "A Day in the Life of the University." This month's special cover feature brings you 16 pages of photographs and observations from that day. We hope these pages will give you a glimpse of the University you knew when you were here, and a glimpse of the University as you never saw it.

This is the last issue of *Minnesota* that I will work on as editor. Though it was once a dictum of good journalism that the author's voice should be absent from his work, I have always believed in taking a personal approach, especially in

a column such as this. Thus I would feel somehow remiss if I simply disappeared without so much as an "aye, yes, or no!"

I have decided to return to a former occupation of mine — leading wilderness adventure trips for young people. It is not without regret that I leave, for I do believe that a university is one of the noblest causes for which one can work, and I have enjoyed my time with the Alumni Association. Yet, for me, it is time to move on. I wish you well and encourage you to continue your support for the University and the Alumni Association.



Chuck Benda joined the Minnesota Alumni Association in 1981 as associate editor of *Minnesota* and was promoted to editor in fall 1983. He now is living in a wilderness cabin outside of Ely, Minn., helping to guide dog sledding tours and pursuing his own writing interest.

# There are only two places on earth where you're always welcome.



## Mom's and your alma mater.

Something's changed at the University since you received your degree.

You're not here. We miss you.

Yes, you graduated. But you never really had to leave. You've always had the chance to belong to your Minnesota Alumni Association.

The Alumni Association is a family of graduates that extends around the world. It keeps you in constant touch with other alumni and key University developments. It also provides valuable discounts,

travel and health programs, and numerous privileges — such as access to the University library system.

With privileges, of course, come special opportunities. The University needs its alumni. People of rich experience and generous spirit. People like you.

Individual alumni contributions to the University of Minnesota Foundation ensure that the University tradition will continue for generations to come.

Visit, write or call home today.

**"There's no place like the University."**

# Frances Cooper Thompson

## Memories Are Sweet — If You Can Remember Them

I can still read fine print at 10 yards away, and I can overhear a conversation across a room, especially if it isn't meant to be overheard. In fact, all of my bodily functions are go, and I should be good for another 20 years. But my memory is another thing.

I didn't really chastise myself when I locked myself out of my apartment. A nuisance, but nothing more. And I forgave myself for the \$20 bill I hid for emergencies and never found. Forgetting my grandson's birthday couldn't be brushed aside quite so easily (he thinks I hate him). But I go on the theory that there are worse things in life than being forgetful.

There are enough of us having this problem that the medical profession has given it a name — "benign senescent forgetfulness." It sounds like something contagious peculiar to seniors. This didn't really bother me until last week, when I got a jolt I haven't recovered from yet.

If you are a television watcher, as I am, you have noticed that AT&T has pulled out all of its big guns in advertising to try to hold on to its customers who are listening to the siren's chant of MCI and Sprint. To give the ads credibility AT&T has hired one of the most solid actors in the business to carry its message.

And that was when my trouble started. I can tell you this about him:

He is the competent doctor on "Falcon Crest" (if they haven't deep-sixed him this

season). He is the husband of actress Dina Merrill and son-in-law of the breakfast food heiress who died, Marjorie Merriweather Post. He won the Academy Award for his role as Charlie in the movie of the same name. He was the "smoking gun" in the David Begelman case in which the movie mogul was caught forging what's-his-name's signature on a check. The result was that the crook got a bigger and better job and the victim got blacklisted by the movie industry for five years. Besides all this, he is my favorite actor.

Now, this is a lot to know about a person outside of one's own family. It certainly would not be unreasonable to expect to remember his name since I was on such intimate terms with him.

But that was my problem. I could remember everything about him but his name.

At first I tossed the thought aside. So I couldn't remember. Big deal. Get on with your clothes washing and dusting and all the chores that make your life exciting. I would swipe my dust cloth over the TV set and look my nemesis in the eye as he did his soft sell for his fractured multinational corporation and ask him gently, "What is your name?" Nothing clicked. Soon I gave up dusting and my other housework and settled down before the TV waiting for the AT&T ad. I left my vigil only to refill my bowl of popcorn. It meant I had to endure a lot of game shows and soaps and I ate a ton of popcorn, but it would have been a worthwhile sacrifice if I could only capture his name.

Another day passed. Now it had become an obsession. It was my mind against an unknown demon that was blocking my memory. It had become a personal test. Suppose this was the beginning of my decline? I had heard that memory was the first thing to go. If that was to happen, shouldn't I be aware of it and start cleaning out my drawers?

I know the theory, dear to the hearts of psychologists, that everything we have seen or learned or heard is stored away in our brain cells, that it can be recalled some time during our lifetime. I concentrated hard and waited for the miracle to happen. Still nothing but a blank.

More days passed, and I continued to sit before the television set watching that handsome, well-tailored man who was selling his stuff. I stood it just so long and



Rob Levine

Frances Cooper Thompson, '38, is a free-lance writer and former archivist for Norman Cousins. She lives in Edina, Minn.

then I yelled at him, "What is your name?" He faded into "Days of Our Lives," leaving me no better off than before.

I went through the letters of the alphabet, hoping to trigger a name from the first letter. This had worked for me before. I started with Adam and went through all the names I could think of up to Zachariah. Nothing rang a bell.

It was close to the end of the first week of my travail. I was sick of soap operas and I was sick of popcorn, when out of the blue came the name Clint. It had a familiar ring to it. Still it wasn't quite right.

Then it happened.

"CLIFF!" I yelled. "YOU ARE CLIFF!" Cliff what? Roberts? Still not right, but I was so excited I spilled my popcorn all over the floor.

And then the lightning that I had been waiting for struck.

"You are Cliff Robertson," I said softly. The name fit him like a glove. I felt as if a rainbow had appeared on the horizon.

"And where were you when I needed you?" I reproached him.

As I mentioned in the beginning, all systems are go, and now I think I can make it through another 20, barring any more setbacks . . . such as whatever I was talking about.

## Got an Opinion?

Let's hear it! Minnesota will consider printing opinion essays from readers on the Opinion Page. Submissions should be approximately 800 words and cover a topic pertinent to the University and its alumni. Send your manuscript, along with a self-addressed, stamped envelope to: Opinion Page, Minnesota Magazine, 100 Morrill Hall, 100 Church Street S.E., Minneapolis, MN 55455.

## AT THE "U"

### Toni McNaron: A Tradition of Avoiding the Traditional

By Annette M. Larson

When Toni McNaron was learning to be a teacher, she was told that teachers had to dress differently than students so students would know who the teacher was.

"We were 21 and they were 17, not much age difference," she said. "[Instructors] told the women we had to wear hose and heels. Well, I don't think well when my feet hurt, and the heels then had little pointy toes. It occurred to me that if I had to dress differently in order for the students to know who I was, I had better get out of this business."

Several decades after that incident, however, McNaron is still teaching — and still wearing flat shoes. "The students didn't seem at all confused when I didn't wear hose and heels."

Although she had planned to stay for only two to three years, then go elsewhere, McNaron, a professor of English, is now in her 21st year of teaching at the University. She always wanted to teach, still enjoys teaching, and in her tenure here, has seen many changes in the University and in herself.

One of the biggest changes at the University is the presence of what she calls "marginal students," people who aren't typical white, Anglo-Saxon Protestants. "There are more minority programs, more older women coming back."

This change is good for "average" Minnesota students, McNaron said, because they have to figure out how to live with people they aren't used to. "If you have to see and cope with people you didn't believe existed before, either you learn to cope or you become entrenched in your prejudices."

Another change McNaron has seen at the University is the move away from the "frantic campus social life" that existed in the '60s. "The population at the University [now] looks like it did in the late '50s," she said — there is a wide gap between politically conscious students and career-oriented students.

"Having a good time isn't the focus anymore. Career success is the focus," McNaron said. "With that focus a student can't get the diversity of experience and of programs," because course selection is narrowed down to a single field of interest. Students who want to

# REMEMBER YOUR LEVEL.



Toni McNaron has seen many changes during her 21-year teaching tenure, including the relocation of her office up and down the "levels" of Lind Hall.

"make it" in their career experience a conflict with the need to be "creatively scattered" during their college years, she said.

More than just observe changes at the University, McNaron has helped create some of them, too. In the early '70s she lobbied for, and finally saw established, a women's studies program. She was its first chair, from 1973 to 1976. "[Women's studies] was a part of a national development of feminist research and study, part of a larger movement," McNaron said. "And it became increasingly clear that there was an academic component."

Personal changes have affected how McNaron communicates her ideas. Her teaching style, for example, has changed significantly. "When I started teaching, I

gave organized and lively lectures," she said. It's not that that's bad, but now McNaron said she doesn't talk for more than 20 minutes in a class period and focuses more on discussion and students' questions. "I want to know what they need, what they need to know from me. I don't feel as isolated when I teach that way," she said.

McNaron has taught classes on the history of and current issues in feminism, women writers, feminist criticism, and Virginia Woolf. One of her favorites, *Silence and Breaking Silence*, addresses ways women writers have struggled to express themselves and gain recognition for their work.

Another change has been writing books. That way, McNaron said, she can

reach people outside of Minneapolis who can't make her office hours.

Her first book, *Voices in the Night*, which she co-edited with Yarrow Morgan, is about women incest victims. The idea for the book came from a women writers group, in which McNaron and Morgan were taking part. One of the women brought in a poem about an incest experience she had had and within a short time other members of the group were bringing in similar works. Morgan and McNaron decided the topic would be a good one for a book and put out a national call for submissions. "We received 50 to 70 submissions and published 30 some," McNaron said. "It reached a very broad audience and affected a lot of people."

Her book *The Sister Bond*, which will be released this spring, is a collection of essays about pairs of sisters — Florence Nightingale and Parthenope, Emily Dickinson and Lavinia, Jane Austen and Cassandra. All of the sister pairs described either lived together or lived close to each other. In many cases one was well known and the other was not. McNaron said the essays, written by feminist scholars, examine the importance of these relationships, define the sister bond, and discuss how it helped the women cope.

In writing *The Sister Bond*, McNaron said, "I was looking for how this relationship [between sisters] would duplicate a heterosexual marriage relationship. I found out that since both were women the pattern wasn't the same as in a heterosexual marriage," even though one sister had the dominant "husband" role and one sister had the less dominant "wife" role.

Her most recent book, an autobiography, has not yet been published, but McNaron did give a preview. She was born in Alabama and spent her first 27 years there. "I was very bright and I had a family that was intellectual," she said. "There was never a doubt in my mind that I wouldn't go to college." Out of 150 in her graduating class, she was one of only two who did.

"That was one way of avoiding the traditional feminine patterns: getting married, doing nothing, having children. I knew I wanted to teach," she said.

And that's what she intends to keep doing — with low heels and high commitment.



## Minnesota Women's Network

The Twin Cities area's largest networking and support organization for women presents their

### FOURTH ANNUAL PROFESSIONAL DEVELOPMENT CONFERENCE

March 29-30

International Market Square, Minneapolis

#### KEYNOTE SPEAKERS

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## New University Center Seeks a Cure for Paralysis

The first research and clinical center in the United States devoted to finding a cure for paralysis resulting from spinal-cord injuries opened at University Hospitals in November. The Spinal Center is a collaborative project of the University and the Spinal Cord Society, an international organization based in Fergus Falls, Minn.

The program began screening patients in late November and expects to accept hundreds of paraplegics from across the country each year. An estimated 15,000 Americans are crippled annually from spinal cord injuries.

However, the focus of much of the center's efforts will be on research. Former University professor Charles Carson, president of the Spinal Cord Society, is optimistic that with more extensive, multidisciplinary research at one center where many cases are handled, cures for some patients may come within five or ten years.

The Spinal Center will concentrate its research on spinal cell regeneration. Very limited work in this area has demonstrated potential for advances in nerve tissue growth. By getting damaged spinal-cord cells to grow again, some paraplegics eventually may be able to walk without the assistance of devices.

While research for cures progresses, patients at the center may benefit from a wide variety of medical and surgical innovations that surface or are presently in elementary stages of development. Although a limited number of paraplegics in other parts of the country are being helped through functional electric stimulation, in which computers and implanted electrodes help a patient to walk, the Minnesota program does not plan to include this type of treatment. What may be offered are new surgical procedures to remove pressure on the spinal cord, allowing some patients to walk with braces or crutches or advanced treatments for kidney stones that often accompany paraplegia.

Dr. Robert Hansebout is the center's director. He is on leave from positions as medical director and head of neurosurgery at McMaster University and St. Joseph's Hospital in Hamilton, Ontario.

## What Goes Around Comes Around

By Jill Walch

How can you keep tabs on your old college chums? Jobs, distance, and time wear away the closeness of moments shared huddled in dorm rooms or madly cramming before an exam.

A group of 12 University women decided they wanted to keep those moments alive as well as share new experiences with each other. So in 1930 they started the Round Robin. Akin to a chain letter, a Round Robin is a packet of letters and a routing list. When the packet arrives, each recipient takes out her old letter, puts in a new one, and forwards the batch to the next name on the list.

For more than 50 years now, this Round Robin has circulated its record of life's triumphs and woes. It takes about a year for the package to complete the

circuit. "A couple of times it bogged down or was lost, and we had to start over," says Lucie Hartley, one of the writers, "but never for more than a year and a half."

Of the 12 original participants, eight are still writing: Clara (Lokken) Boyer, '29; Laura (Wuopio) Taminen, '30; Ruth (Johnson) Foglesong, '30; Naomi (Haupert) de Neufville, '31; Leah (Wood) Dietz, '31; Claudia Perkins, '32; Dagmar (Oberg) Schott, '32; and Lucie (Klammer) Hartley, '32. Two members, Ethel Hutton and Esther Johnson, moved around so much they lost contact, and two have died, Doris (Felt) Johnson, '32, and Helen Monserud, '31.

With five of the writers scattered throughout Minnesota, and one each in Pennsylvania, California, and Texas, there have been only two reunions, one in 1952 and one in 1962. Yet as long as the "bird" flies, the group remains together in spirit.

## You'll Flip.



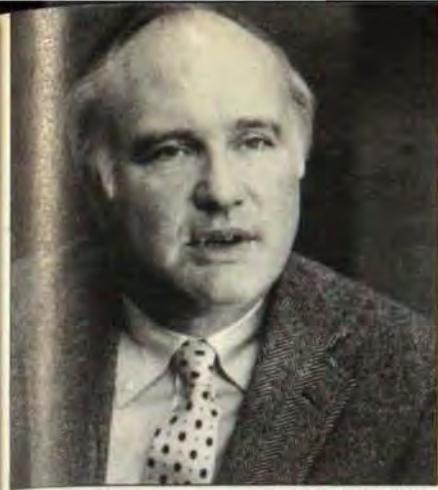
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Michael Wright

## Super Valu CEO Leads Annual Fund Program

By Mathews Hollinshead

Michael Wright, chairman and chief executive officer of Super Valu Stores Inc. and a graduate of the College of Liberal Arts (1961) and the Law School (1963), is chairing the University's national annual giving drive for 1985.

The annual fund-raising campaign, which contacts alumni and friends from October through May, collected \$1.8 million last year. The goal for fiscal year 1985 is \$2 million.

Wright is no latecomer to leadership. In 1959 he was captain of the Gopher football team. After graduating with honors from the Law School he became a partner in the Dorsey and Whitney law firm in Minneapolis, and in 1977 he was tapped by Super Valu to become its senior vice president for administration. In just five years he was named chairman of the \$6 million company, now the nation's largest food wholesaler.

The fund drive is only the latest in a series of University causes Wright has embraced. Since 1972 he has been an important supporter of men's and women's intercollegiate athletics and of the Law School. Since 1981 he has been a trustee of the University of Minnesota Foundation.

### IN BRIEF

Kenneth Keller, who became interim president November 1, outlined his goals for the regents at their November meeting and said that if the University can make progress toward those goals, "we can offer to our next president the leadership of an institution moving toward a place among the top five public universities in the country." He said Minnesota now ranks among the top seven public universities. Keller said he will not be a caretaker president.

The three defining characteristics of the University — an international

research university, a land-grant institution, and a metropolitan university — are each important in themselves and together "define a university that is arguably unique in the United States," Keller said.

History professor John Howe, chair of the Presidential Search Advisory Committee, said in November that he is encouraged by the quality of the nominees. "We're setting our sights quite high, and I think the regents are, too," he said. A list has been compiled without regard to the availability or interest of the nominees. Regent David Lebedoff is heading the search and has said that the selection of a new University president "may well be the most critical decision made in this state for many years to come."

A recent comparative study showed that the University is below the midpoint in the Big Ten in instructional expenditures per student on the Twin Cities campus and last in spending on instructional equipment. The regents have agreed to add \$21.9 million in catch-up funding to the legislative request.

After hearing a spirited plea to return Gopher football to Memorial Stadium, several regents asked the administration to prepare a financing plan for renovating the 60-year-old landmark before the board decides the Metrodome vs. Memorial Stadium issue. The regents are considering whether to continue in the 30-year contract with the Metropolitan Sports Facilities Commission to play in the Metrodome. If the board does not exercise the last of three one-year options to pull out of the contract before the end of February, the Gophers will be obligated to play in downtown Minneapolis for the next 27 years.

Fall quarter enrollment at the University's five campuses was down about 3 percent from a year ago, from 57,831 to 56,050. Enrollment increased slightly at the Morris, Waseca, and Crookston campuses but fell at the Twin Cities and Duluth campuses. A decline of 3.8 percent on the Twin Cities campus brought enrollment to 44,659.

Most of the colleges on the Twin Cities campus posted small declines, but several registered modest gains. Enrollment fell 7.6 percent in the College of Agriculture and 7 percent in the College of Liberal Arts but increased 7.4 percent in the College of Education.

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## Historian and Chemist Receive Outstanding Achievement Awards



Dr. Rhoda Dorsey

Rhoda Dorsey, '56, president of Goucher College, and Lester C. Krogh, '52, vice president of research and development at 3M, each recently received the Outstanding Achievement Award, the highest recognition and most select honor the University confers on its graduates.

Dorsey, who holds a doctorate in history from the University, was honored by the Alumnae Society at a reception at the Minneapolis Institute of Arts. A Fulbright scholar, she joined the faculty of Goucher, a women's college in Towson, Md., as an assistant professor and subsequently was a professor, dean, and vice president before assuming the presidency in 1974. Area alumni of

Tom Foley



Lester C. Krogh

## Reunions: Bringing You Back to Your College

When you return to campus, who would you most like to see? If you are like many University graduates, you will mention friends with whom you shared classes, labs, and exams; your adviser; and faculty members from your college or school of graduation. You will want to know what's new in the College of Education or who has made breakthroughs in microbiology research.

To better respond to these alumni interests, future University reunions will be organized by college rather than by graduation year. All colleges and schools have been encouraged to invite their alumni to campus for events of special appeal, whether a graduation ceremony, awards presentation, or professional seminar.

The Minnesota Alumni Association will continue to hold an annual emeriti reunion for alumni who graduated more than 50 years ago. This year, the emeriti reunion will be held Saturday, May 18, from 11:30 a.m. to 2:30 p.m. at the St. Paul Town and Country Club.

## 500 Grads-To-Be Join U's Newest Alumni Group

By Jill Walch

How do you make a university with a student body numbering in the tens of thousands a more inviting place?

That was the question plaguing the Minnesota Alumni Association's Student Board last spring. "At small colleges, they have pep rallies, they have the football coach talk to them, they have school color days and bus trips to football games. They do a lot of fun things that have never been done successfully at the University of Minnesota," said David Gross, former member of the MAA Student Board.

Because the board just wasn't "touching the masses," a task force on committee structure and involvement was formed to look into ways of bettering the student experience. Through its efforts, the University Student Alumni Association was begun.

USA, founded in July last year, has no professional staff. It consists of a board of governors — 21 students who decide policy and set the course for the organization — and 30 student volunteers — the USA Team — who help plan events.

Members must be currently enrolled University students "with \$7.50 worth of commitment," said Gross, now USAA chair. The fee covers processing and benefits, including a maroon and gold t-shirt, a subscription to *Minnesota* magazine, a USAA program planning book, and a pass to the Alumni Club at the top of the IDS center in downtown Minneapolis.

During fall quarter, USAA sponsored six events. At Membership Kick-off, benefit packages were handed out to new members, and Tom Fuitak, director of the Student Organization and Development Center, talked about how to become involved in campus activities. Around 50 USAA members attended the Indiana-Gopher game October 6 at the Metrodome. Their cheering section was rewarded with a picture on the electronic scoreboard. A few days later, members toured the Gopher team's new athletic center, watched a football practice session, and heard from Coach Lou Holtz.

On Maroon and Gold Day, any student wearing those colors received a free pen from the University Bookstores, and students who were USAA members received free pop. A raffle for gift certificates from various area businesses also was held. For homecoming, USAA co-sponsored a 5-K run with the Minnesota Distance Running Association. USAA members got a discount on the entrance fee. And for finals week, USAA organized care packages. Members' parents could purchase packets of food and coupons to help students through finals.

"Orientation was the key," said Gross, who estimates that 80 percent of the group's 500 members are freshmen. "We hope that these freshmen will renew their memberships next fall, then spread the word to friends. And we'll be able to key in on another freshmen group next fall."

"The long-term benefits for the MAA are going to be phenomenal, because within five years the University Student Alumni Association should have about 10,000 members," Gross said. "What will probably happen is that when we've got that many members getting *Minnesota* magazine, they're going to feel attached to the association, so they'll just stay on as members in MAA."

Gross also is optimistic about the results USAA will have on the University. "I really think this is going to affect administrators and professors all up and down the line just by the things we do

and the kind of image we're presenting, which is a positive image, a personal image, and also a highly energetic image."

## Black Alumni Society Forms to Recognize Graduates, Encourage Students

By Jeanne Hoene

Although the idea had surfaced several times before among alumni, it never quite

materialized. Then in fall 1982, the University sponsored a special tribute to black alumni. The organization and communication generated by that event helped move the idea into reality, and the University of Minnesota Black Alumni Society was formed.

The group officially became part of the Minnesota Alumni Association in June 1984 and this past fall elected its first group of officers, by ballots sent to more than 350 University alumni. The officers



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are Joseph E. Sizer, president; Claudia Wallace-Gardner, first vice president; Walter Bowser, second vice president; and Rebecca Speed, secretary-treasurer.

Besides the society's officers, other members of the board of directors are James E. Beard, J. Paul Blake, Dr. Charles E. Crutchfield, Edward L. Duren Jr., Lorraine A. Hale, Bernese M. Hendon, Donald "Bill" McMoore, Glenn B. Pullens, Cassandra Roberson-Dudley, Sally A. Rudel, John M. Taborn, and Marvin "Corky" Taylor.

Providing support and communication for black alumni and current students is the group's mission. "One of the purposes is to begin recognizing black graduates from the University, to encourage them to develop a relationship with the University," said society president Sizer. "Many of the past graduates who are working or in a career have something to share with those students just starting out or close to graduation. The alumni can provide role models, help stimulate students, and raise student awareness about opportunities that are available."

Committees, formed to focus on the society's specific needs and goals, include membership, research and data, constitution and bylaws, and mentoring.

Increasing membership is one of the group's primary concerns. Since University records until recently were not coded for race, communication about the group has been mostly by word of mouth, newspaper articles, and alumni contacts.

Other tentative plans for the group include recruiting, sponsoring scholarships for high-ability students, developing a mentoring program, aiding black athletes (through collaborations with PACE — Past Athletes Concerned for Education), hosting a reception for honor students, planning bag lunch seminars, and organizing an annual fund-raiser. "We want to build a sense of community and encourage the willingness to share," said vice president Wallace-Gardner.

## CONSTITUENT SOCIETY EVENTS

### FEBRUARY

- 2 Dentistry Alumni Society Students Day
- Malcolm Moos Health Sciences
- 21 Alumnae Society Benefit Reception and Play
- Production of *The Music Man*, and

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## CHAPTER EVENTS

### FEBRUARY

- 8 Sun City Alumni Chapter Annual Meeting  
Speaker: Paul Giel, director of men's intercollegiate athletics. The Lakes Club, Sun City. FFI call Paul Barber, 602/933-6756.
- 9 Suncoast Alumni Chapter Luncheon  
Speaker: Karal Ann Marling, chair of the art history department. Noon. Countryside Country Club, Tampa. FFI call Don Enzmann, 813/736-6381.
- 10 Washington, D.C., Alumni Chapter Meeting  
Kennedy Center, Washington, D.C. FFI call Maxine Piper, 703/356-2072.
- 16 Denver Alumni Chapter Meeting and Gopher Hockey Game  
Minnesota vs. Denver, pregame

party. Denver. FFI call Ward Horton, 303/987-7676 or 303/288-0487.

- 21 Chicago Alumni Chapter Gopher Basketball Game  
Minnesota vs. Northwestern, pregame party, Evanston. FFI call Mary Max Silk, 312/791-1900.

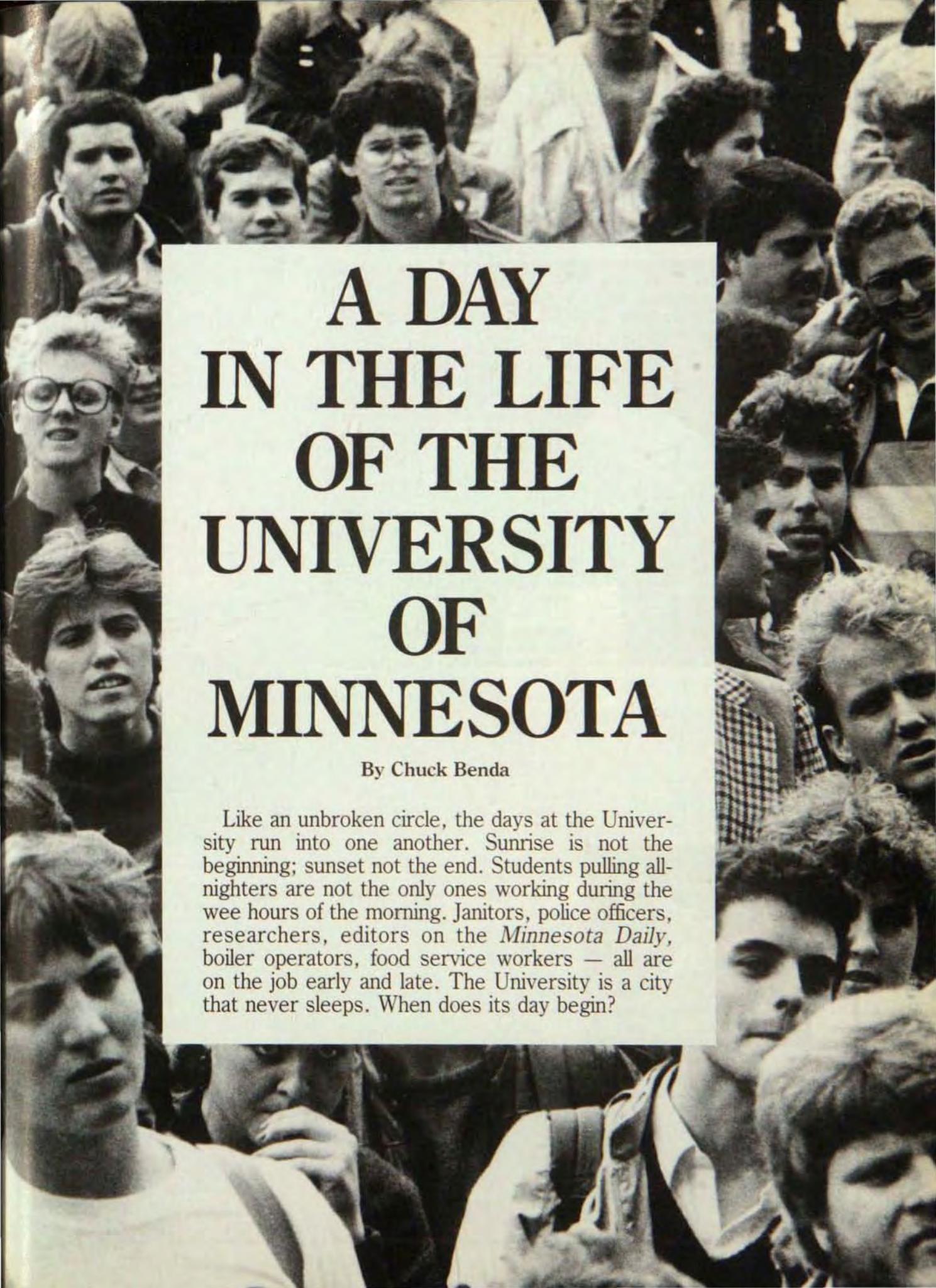
- 25 Washington, D.C., Alumni Chapter Meeting  
Annual Congressional Reception. FFI call Maxine Piper, 703/356-2072.

## SPECIAL EVENTS

### FEBRUARY

- 4 Legislative Information Program  
Discussion of the University's budget request for alumni leaders and volunteers. 4-6 p.m. Minneapolis Athletic Club. FFI call the Association.

FOR FURTHER INFORMATION  
ABOUT CALENDAR EVENTS, CALL  
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# A DAY IN THE LIFE OF THE UNIVERSITY OF MINNESOTA

By Chuck Benda

Like an unbroken circle, the days at the University run into one another. Sunrise is not the beginning; sunset not the end. Students pulling all-nighters are not the only ones working during the wee hours of the morning. Janitors, police officers, researchers, editors on the *Minnesota Daily*, boiler operators, food service workers — all are on the job early and late. The University is a city that never sleeps. When does its day begin?

# October 10, 1984

*Why should we rise because it is light?  
Did we lie down, because it was night?  
— John Donne, "Break of Day"*

For the thousands of students, faculty members, researchers, and workers who are the University, the break of day may come at any time. The student who spends the night in the library may not start a new day until noon. Patrol officers on the night beat end their day as day students arrive to begin theirs.

But for the University as a whole, days are literally without end. Though the classroom doors close, work goes on — in hospitals, research labs, libraries.

The only real sign that another day has ended comes when the clock strikes midnight and, somewhere, someone flips the page on a calendar. But in that 24 hours lies a little bit of everything that is the University.

Beginning at 12:01 a.m., Wednesday, October 10, 1984, we sent a team of four photographers and eight reporters out to cover one day in the life of the University of Minnesota. A dozen photographers and a dozen reporters wouldn't have been enough to cover everything. The photo essay on the following pages shows you some of what we saw and heard.

We followed students around, we witnessed a breakthrough in animal surgery. We talked to civil service employees and University visitors. We entered the little-seen places at the University — the physical plant, the laundry — and we visited familiar scenes — classrooms, football practice, and parties in the dorms.

On the St. Paul campus, the sun rose on both the typical and the atypical. Student workers did the milking and fed the livestock in the animal barns. And veterinary surgeons replaced the hip in a dog.

Under a partially overcast sky, the trees along the Mississippi were in full autumn glory. Early students crossed the Washington Avenue bridge through a morning fog. On the river, the crew team practiced. Joggers made their runs along River Road.

By 8 a.m., the mall was filled with students, their clothes more colorful than the leaves, hurrying off to classes. The James Ford Bell Museum played host to 100 second-grade students who

lost themselves in fantasy in the Touch and See Room. They draped animal skins over their backs and held antlers and sheep horns to their heads.

At noon, a few hundred avid Democrats gathered for a rally for Joan Grawe, a candidate for U.S. Senate. At the same time, about 40 employees huffed and puffed their way through a lunch hour aerobics workout at Norris Gym.

All through the day, hundreds of classrooms filled, emptied, and filled again. Future lawyers, doctors, engineers, nurses, teachers stretched their minds as professor after professor lectured and answered questions.

In late afternoon and evening, dozens of intramural touch football teams played on the various fields scattered across campus. As day students left, night students took their places. While the New York City Ballet was performing in Northrop Auditorium, a square dance club was practicing in the St. Paul Student Center. Dozens of clubs and student groups — skindivers, karate fans, the Muslim Student Association, the Twin Cities College Republicans — met in rooms around campus.

Other students sought less formal entertainment: popcorn parties in the dorms; pool, bowling, and pinball in the unions; movies at Willey Hall and the University Film Society.

Still others worked on as the night wore on. Janitors cleaned, security officers covered their beats, and students burning the midnight oil filled the libraries. In all-night study halls, the Law Library, and dorm rooms here and there, the lights stayed on, along with the coffeepots, as students struggled to keep at it a while longer.

The clock struck 12, but no one seemed to notice. They continued to study, to party, to have the conversations that come only late at night. And some of them slept, seemingly where they dropped, as a day in the life of the University drew to a close. That's the way it was, October 10, 1984.

*Helping to capture this day for Minnesota were University Relations staff members Paul Dienthart, Darlene Gorrell, Ralph Heussner, Pat Kaszuba, Lynette Lamb, Pam LaVigne, Harvey Meyer, Deane Morrison, and Maureen Smith, and photographers Terry Faust, Tom Foley, Rob Levine, and Mark Peterson.*

## 4:00 a.m.

*Daybreak on campus. Just as the sky begins to show some light, before most University people are even ready to roll out of bed, there's bustle in the St. Paul campus Dairy Cattle Barn. Cows are mooing and stomping, demanding to be milked.*



## 6:00 a.m.



Mark Peterson



Rob Levine



Tom Foley

At 6 a.m. surgery is beginning; a fresh load of clean instruments will be needed within the hour. In Wilson Library a student pulling an all-nighter is just managing to keep one eye open.

"My name is Ralph Simpson, kamikaze D.J. Let's get down and get funky!" Dorm students are waking up to the manic chatter of the disc jockeys at the campus radio station, WMMR. Archie Stulc (a.k.a. Ralph Simpson) and his buddy Jeff Papas believe in complete on-the-air improvisation. All departments at WMMR are staffed by student volunteers.

"Archie and I have the voices for television and the faces for radio," Jeff explains, as he dials his mother's number on the phone. WMMR's listeners are treated to commentary by Jeff's mother on just about everything. It's a regular feature of the show. Today, Jeff's mother finishes her analysis of the sporting news with a personal appeal: "Jeff, when are you going to write?"

By 8 a.m. students pack the venerable Al's Breakfast in Dinkytown, U.S.A. It's the only breakfast joint in town where customers are just as likely to be reading textbooks as newspapers. What'll it be today? Coffee, a review of macroeconomic theories, and pancakes swimming in syrup — in that order.

## 8:00 a.m.



# 9:00 a.m.



By bus, car, bike, and foot, students have made their way to the nation's largest commuter campus. For those who had to skip breakfast to make it, there might be time for a quick doughnut at Coffman Union. Sugar gives you energy, right?

Eleven children are having an adventure in the Bell Museum's Touch and See Room. Instead of sitting in their school classroom at 12 noon these eight year-olds are listening to Ellyn Einhorn, a College of Education senior who works on the museum's interpretive staff.

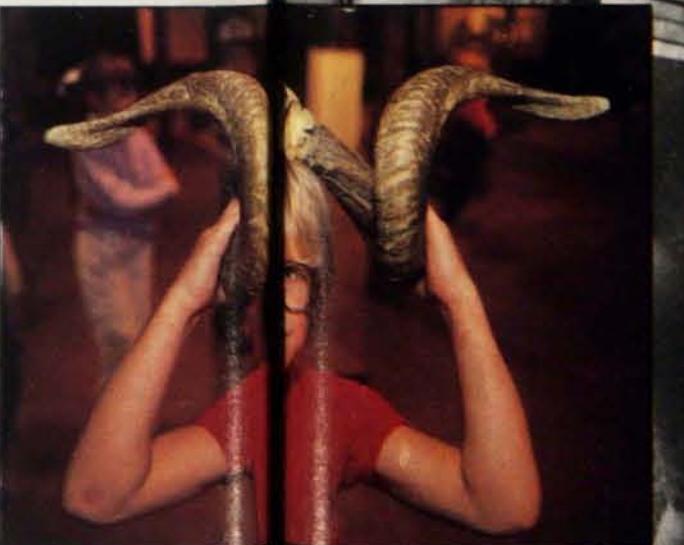
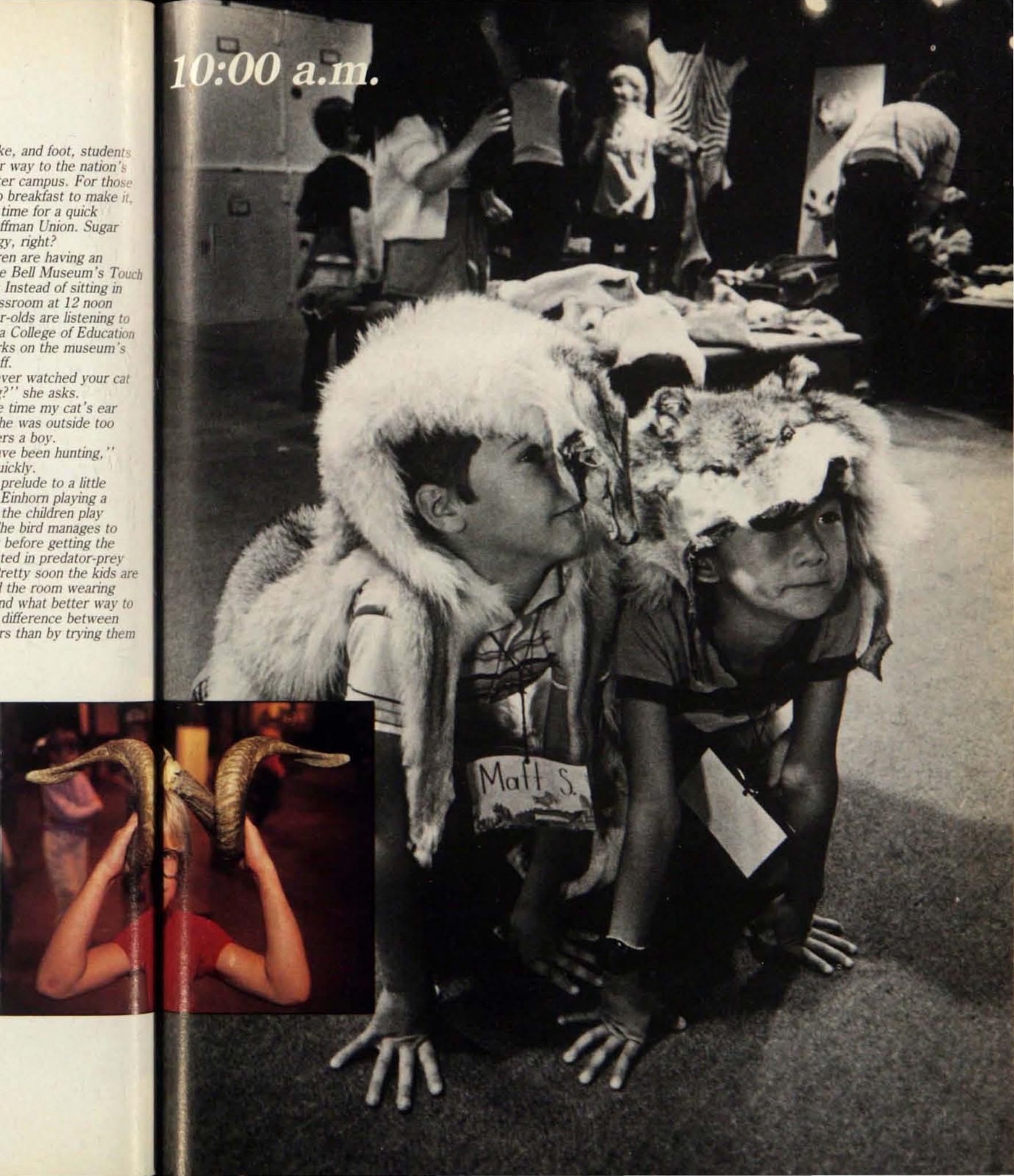
"Have you ever watched your cat stalk something?" she asks.

"No, but one time my cat's ear froze off when he was outside too long," volunteers a boy.

"He must have been hunting," Einhorn says quickly.

The talk is a prelude to a little drama that has Einhorn playing a bobwhite while the children play stalking cats. The bird manages to escape, but not before getting the children interested in predator-prey relationships. Pretty soon the kids are crawling around the room wearing animal skins. And what better way to learn about the difference between horns and antlers than by trying them on?

# 10:00 a.m.



# 11:00 a.m.



A dog that has trouble walking because of a degenerative hip disease is on an operating table in the St. Paul campus Veterinary Teaching Hospitals. Dr. Larry Wallace and some of his students replace the hip with a stainless steel ball joint. Once the dog grows his fur back he will move and look like an ordinary pooch.

The operation combines the three University missions of teaching, service, and research.

Research on medicinal plants means creating the tropics on a lab table. Frank DiGangi, associate dean of the College of Pharmacy, inspects a tissue culture of cinchona, the plant that is the world's source of quinine. By controlling temperature, light, and humidity, scientists can study the biochemistry of tropical plants even during a Minnesota October.

The noon hour seems to bring everyone outside, whether they're heading to their favorite eatery or just getting some fresh air. There's always something happening. Today the University Democratic-Farmer Labor Party (DFL) Club has spent the morning draping banners on Northrop Auditorium for a rally for U.S. Senate candidate Joan Grawe. The crowd that gathers seems just as interested in hearing Ted Mondale, who will be a University student once he's finished stumping for his father.

Noon

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# 1:00 p.m.

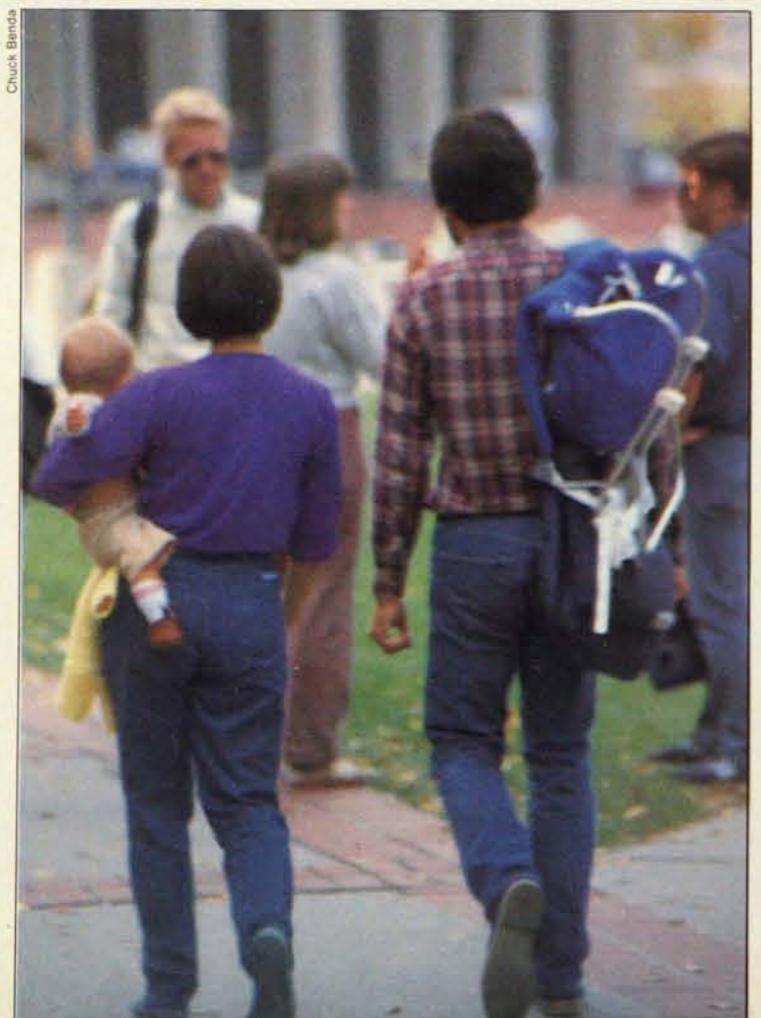


Even when they don't order a burger, fries, and a malted, the out-to-lunch bunch often returns to classroom and office in a postprandial depression, feeling sluggish and sleepy. Not so the 40 some people who show up for aerobics in Norris Gym. In their own better interests, they give their lunch hour over to Prince (among others on tape), an instructor from Recreational Sports, and one heckuva workout.

"What you get from this exercise is mental euphoria and mental strength, and you need that at a university of this size," said Donna Jackson, a class member and music professor in her 40s.

Add physical strength to that list and the mail sorters in the basement of Morrill Hall would certainly agree. They handle more than 1,100 pounds of mail per day (that's roughly 15,500 individual letters and packages).

Meanwhile in St. Paul, on your walk to and from lunch you might pass a big garden where in October the chrysanthemums are in full bloom, bursts of intense color — burgundy, orange, rust, purple, pink, and gold. The garden is a show-off spot for horticulture and landscape architecture researchers like Mary Stuart, who are developing strains of plants and fruits hardy enough to thrive in northern climates like Minnesota's.



# 2:00 p.m.



# 3:00 p.m.



Tom Foley

*Midafternoon. It's a time of action and contemplation.*

The news huddle at the Minnesota Daily starts at 3 o'clock. Editor Pamela Coyle (left) sits at her wraparound corner desk and hears reports from the section editors before deciding how big the next issue will be. She decides to "bump down" the next day's Daily from 20 pages to 16. "There's no way we could fill this sucker," she said.

On the other side of the river, Regents' Professor Warren MacKenzie helps pull a bowl being wheel thrown. MacKenzie, an award-winning potter, can offer truly helping hands.

The clay being molded when the Faculty Men's Karate Club meets just after work is the human kind. The discipline of concentration and practiced movement refreshes after the day's demands.

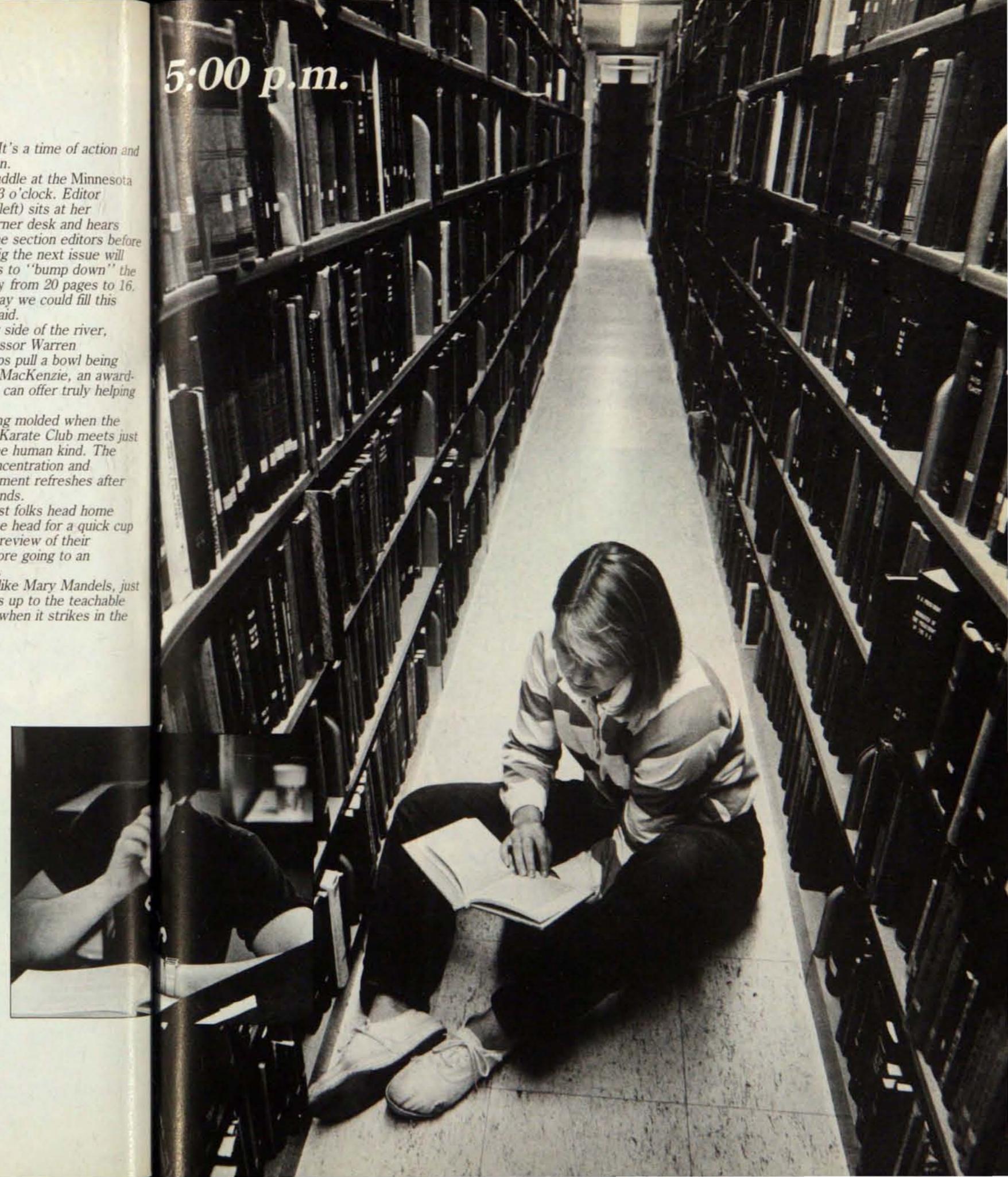
Although most folks head home after 4:30, some head for a quick cup of coffee and a review of their assignment before going to an extension class.

And others, like Mary Mandels, just give themselves up to the teachable moment, even when it strikes in the library stacks.



Rob Levine

# 5:00 p.m.



# 7:00 p.m.



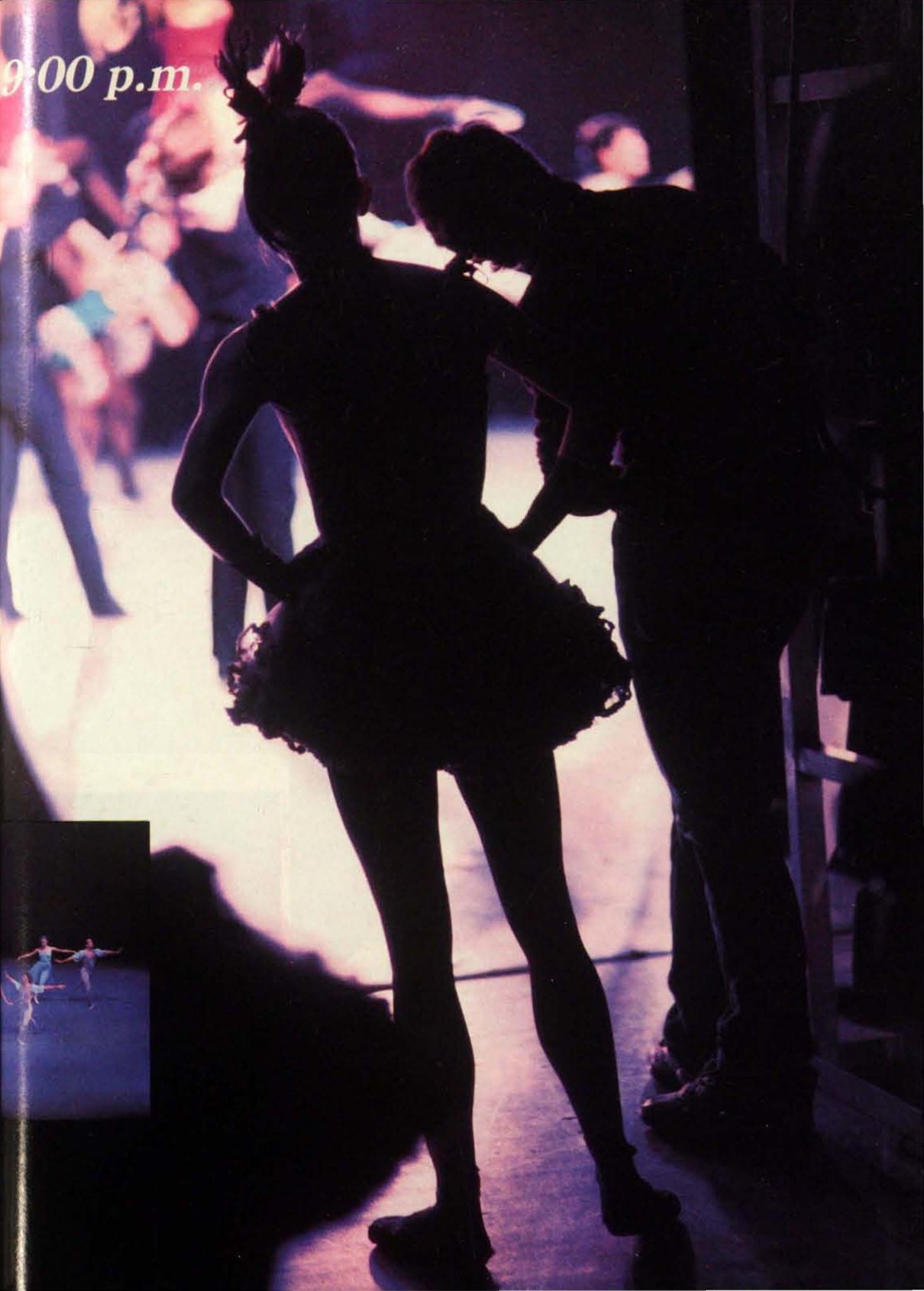
Every school night the advice is the same: Apply yourself. The only question is: To what?

Could be research. Just hitch up your noble (10-speed) steed, enter the arched doorway of Gortner Lab of Biochemistry on the St. Paul campus, and begin.

Could be games of skill and chance, like this quarter-eating demon in the Big 10 bar.

Ping! Pong! Pirouette! Could be culture. New York City Ballet, making its first appearance at Northrop Auditorium, presented eight, all-Balanchine programs this week. Tonight you could see four pairs of partners swirling through Allegro Brillante. Even as a member of the company, waiting offstage to take your place in Western Symphony, you would be captivated.

# 9:00 p.m.

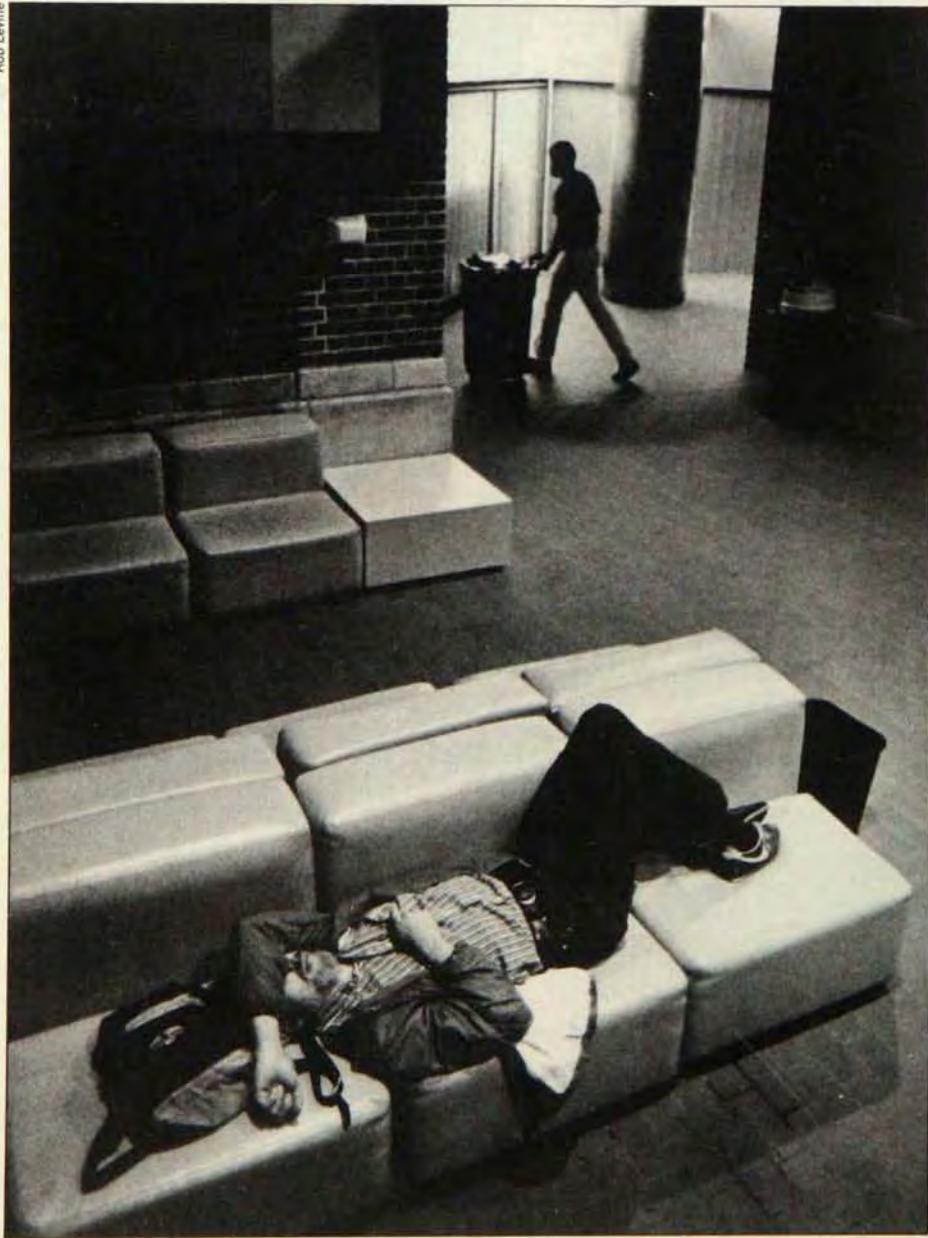


# Midnight

Mark Peterson



Rob Levine



Mark Peterson



Who first discovered that popcorn is brain food? As delay, break, and reward, popcorn will always go along with studying in the dorm. All kinds of pressing academic and personal issues are aired in those midnight conversations with friends over the first American fast food. What should I be when I grow up? How am I doing right now? In Middlebrook, Susan Berg (left), Jodi Henke (center), and Anita Norha (right), talk over the direction things could take.

The wobbly beam of a flashlight points the direction for James MacKay, a patrol officer on the University police force, making his rounds behind Walter Library.

Horizontal is the only way to go for one weary student stretched out in Coffman Union. The building's janitor, though, follows a different path.

Some flagging, some still pushing — it's like that many times during a day in the life of the University.



Tom Foley

# THE HARD & THE SOFT

**Martial arts techniques offer Eastern answers to Western questions.**

By Annette M. Larson

"Careful, I know Tae Kwon Do — and seven other dangerous Korean words!"

So went the joke a couple of years ago. Today at the University, you could build that vocabulary to 26 words, and though not all of them would be Korean,

all would be the names of martial arts organizations on campus.

The popularity of martial arts has grown in the last decade, not only as a means of self-defense but also as a means of relaxation and physical fitness. Organizations such as the Tae Kwon Do Club, the T'ai Chi Club, and the Uechi-Ryu Karate Club — 11 in all — have popped up in answer to different needs and goals.

Each martial art stresses something different. Jiu-jitsu focuses mainly on self-defense. T'ai Chi, in contrast, is like a very slow dance and focuses on relaxation. Kung fu, judo, and karate are

fitness building and have some practicality for self-defense. As one teacher said, there is a martial art for everybody, no matter how old, young, or out of shape the body may be.

Some forms of the martial arts go back 2,000 years. According to Steve Kaye, vice president and co-instructor of the University's Tae Kwon Do Club, hwarang do is the predecessor of many of the Korean martial arts that exist today. His specialty, Tae Kwon Do, is a form of Korean karate, which means the art (or way) of hand and foot fighting.

The name *Tae Kwon Do* has been

around only since the 1950s, said Kaye. Degrees in the art go from the beginning white belt to the black belt, nine steps later. There is only one ninth-degree black belt in the Twin Cities area, he said.

The University club has 50 to 60 active members, many gained in the last few years, "mostly because martial arts are becoming more accepted," Kaye said. "We're seeing it more in popular culture and in movies where once in a while they'll throw in a little ninja [a martial art]."

Tae Kwon Do is for people who want to do something for themselves, he said. "People are coming in who want to get on an exercise program. And it works to [help them] get in shape."

But is Tae Kwon Do practical as a form of self-defense? It all depends, Kaye said, on how students use it. The art does include throws, kicks, and punches but mostly as individual rote moves.

The philosophy of Tae Kwon Do sets it apart from other martial arts. Five rules have survived from the original Korean art: (1) Be honorable with friends, (2) Be respectful of parents, (3) Be loyal to king and country, (4) Take life with choice, and (5) Go into action but with no retreat. Kaye was quick to point out that not everybody who takes Tae Kwon Do lives by this philosophy of life.

Compared to other martial arts, Tae Kwon Do is a "hard" style, he said. "The emphasis is on block and punch. Soft styles emphasize feeling what your opponent is doing."

Another hard martial art, this one from China, is kung fu. Tao Cong Nguyen, president of the University Kung Fu Club, describes kung fu as "like Tae Kwon Do but with some soft moves." Kung fu utilizes hand and foot techniques and stresses patience and practice.

According to Nguyen, using different colored belts to distinguish kung fu beginners from older students is purely a Western invention. "In Hong Kong there is no ranking, it's how long you've been in school," he said.

Kung fu is a good martial art to study if you're interested in self-defense, said Nguyen. "If people punch you, you learn how to block. The reactions become automatic," after you have practiced for a while.

Another form of Korean karate is uechi-ryu karate. Uechi-ryu is actually a man's name, so this is his style of karate.



Greg Gum, instructor of the University's Uechi-Ryu Karate Club, said this style originated in Okinawa, Japan, and is just one of thousands of different karates that have been developed over the years.

The main difference between uechi-ryu and other karates is the series of movements or kata the students practice. The movements are half hard and half soft. "The main thing is to train the mind and muscle groups to work as one," Gum said.

Another difference involves breaking boards. "We don't break boards. Rather, we have boards broken over us. It takes considerably more strength." Uechi-ryu karate is very self-defense oriented and uses all parts of the body.

"The main emphasis, or philosophy, is

that you can build a mind and body together, as one unit," Gum said. "Through different training methods you develop superior attributes. It is growth for yourself."

Farmers in Okinawa learned uechi-ryu to defend themselves against the Japanese invasion. The original master, Uechi-ryu himself, studied martial arts in China in the 1800s, then came back and developed his style from what he learned. His son is still running a school, according to Gum.

At the softest end of the martial arts scale is T'ai Chi. Jon Koerner, a T'ai Chi student for two years and one of the founders of the University T'ai Chi Club, describes it as a physical exercise and a mental meditation. "It has to do with flowing," Koerner explained. "You often

see metaphors [for T'ai Chi] that have to do with water . . . water that is encountering obstacles and flowing around them. Other words that are used to describe T'ai Chi are yielding, being soft and flowing."

T'ai Chi means supreme and subtle flowing of energy. Koerner said the art is heavily influenced by Taoism, a philosophy of the unity of opposites to maintain balance.

Started as a martial art 400 years ago, T'ai Chi has been shrouded in mystery until only the last hundred years, according to Koerner. Many perceive it as the most esoteric of all the martial arts, perhaps because, in contrast to other forms, T'ai Chi has become an internal martial art, he said.

Tai Chi is now practiced widely throughout China as a form of exercise and meditation. Although it still functions as a martial art, that's not one of its main purposes, Koerner said. T'ai Chi looks like dancing, but unlike ballet, where the movement is upwards, against gravity, "T'ai Chi is sunken, into gravity. It is round, curved, fluid, gentle, harmonious, and peaceful." These qualities contrast greatly with those of the harder martial arts which Koerner describes as rigid, forceful, and vigorous.

"You don't have to be a he-man or he-woman [for T'ai Chi]. It is something you can do all your life. It doesn't pose some of the hazards of other martial arts — twisted muscles, broken bones, or heart attacks." These advantages might explain the club's popularity among older people. Members range in age from 21 to 50, and the average age is around 30.

The most self-defense oriented of the martial arts are jiu-jitsu, then judo, according to Michelle Holtze, an instructor at the West Bank Judo-kan. (Until the recreational sports club for judo enthusiasts was formed late last year, University students who were interested in this martial art were referred to the West Bank school.) Jiu-jitsu is the weaponless Samurai fighting art of Japan and the predecessor to other martial arts such as aikido, judo, and karate. Jiu-jitsu teaches wrist, arm, and leg locks — "things that, applied correctly, will injure your opponent," said Holtze.

The purpose of jiu-jitsu isn't to hurt people, though; it's to get out of threatening situations if you happen to get into them. "It is the classic self-defense . . . street-fighting oriented," said Holtze. "It

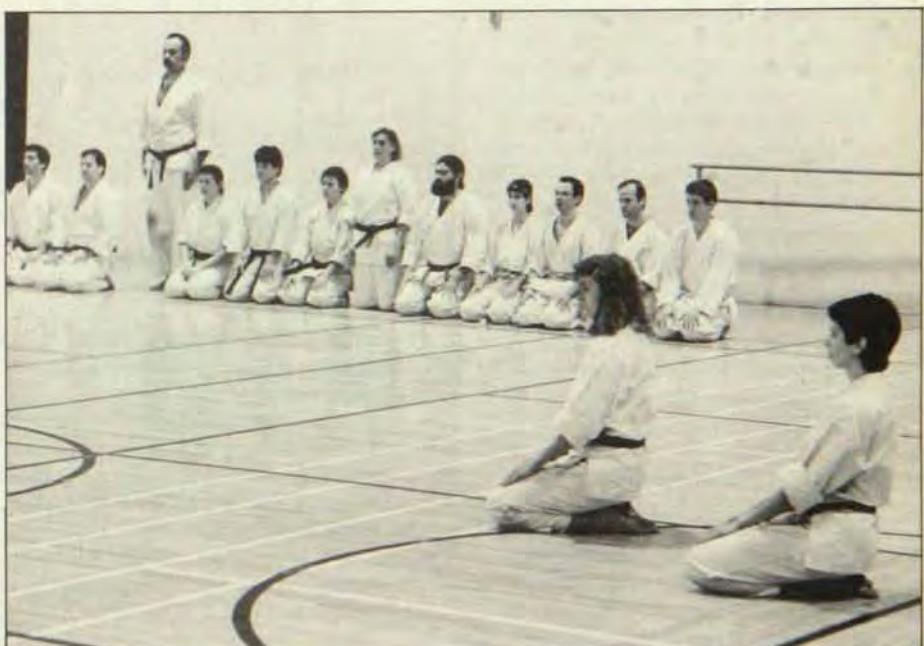
uses an opponent's strength against that person and is not an aggressive martial art."

One of jiu-jitsu's offspring, judo, is another good self-defense method, but less combat oriented. "We call judo playing. It means more than football, but it is like football in that we are playing with each other," said Holtze.

The philosophy of judo is twofold: to get maximum effect from minimum effort, and to promote mutual benefit.

and welfare. "It's not like a religion, though," Holtze said. "It's a part of life. No matter what kind of day someone's had, after they get off the mat they feel good. It is the gentle way, the art of gentleness. It is using someone else's force to your advantage."

From conditioning to self-defense, from relaxation to a way of life, martial arts organizations at the University offer advantages for everyone.



Tom Foley



Tom Foley

## Football

Gopher football started out the season with a heartening 31 to 24 win against Rice. Things slowed down after that, though, to everyone's dismay. After three straight losses — against Nebraska 38 to 7, Purdue 34 to 10, and Ohio State 35 to 22 — many fans were wishing they hadn't bought that season ticket.

New football coach Lou Holtz did something right, though, along with the team, and the next two games were wins for Minnesota. The Gophers beat Indiana 33 to 24 and Wisconsin 17 to 14. Unfortunately, another set of losses followed, to Northwestern 31 to 28, Michigan State 20 to 13, and Illinois 48 to 3. The Little Brown Jug stayed in Michigan for another year, because the Gophers lost that game, too — 31 to 7.

Scrambling for a final comeback, the team succeeded, beating Iowa 23 to 17 and winning back Floyd of Rosedale, the pig-shaped trophy that travels between these two teams. The football Gophers ended the season in eighth place in the Big Ten, up two slots from last year's final standing.

## Men's Golf

The Gopher men's golf team competed in three invitationals last fall and will compete in the Big Ten championships this spring. Minnesota came in first out of 18 in the Northern Iowa Fall Classic, ahead of Iowa, Illinois, and Northern Illinois. At the Americana Invitational held at Lake Geneva, Wis., the Gophers placed 18th out of 24. The last invitational, the Butler National held in Chicago, saw Minnesota in 16th place out of 18.

## Men's Cross Country

Even though Minnesota came in sixth in the Big Ten cross-country championship, the men's cross-country team did well during the season. Starting off with a win against Drake and a double win in a tri-meet against Missouri and Wisconsin, Minnesota runners showed their stuff. The team came in second out of 10 in the Purdue Invitational in October and suffered its only loss of the season against Iowa a week later.

## Women's Cross Country

The women's cross-country team did better individually than as a group this season. After a first-of-three finish at the Drake Invitational, the team went on the jskids. The women runners placed fourth of six at the Kansas Invitational, 10th of 13 at the Illinois Invitational, fourth of five at the Minnesota 5-way Invitational, ninth of 10 at the Wisconsin-Burger King Classic, and sixth of 10 at the Big Ten championships at West Lafayette, Ind.

Individual standings looked better. Jody Eder took top place in three meets and was in the top seven individuals in three meets. Other top Gopher runners were Stacy Bant (second in the Drake meet), Wendy Knight (10th in the Drake meet), and Tammy McGrane (eighth in the Drake meet).

## Women's Volleyball

With 16 wins and 16 losses, the Gopher women's volleyball team ended up in fourth place in Big Ten standings. The team started out with four wins (Butler, Indiana State, Northern Illinois,

and Loyola), lost two (Illinois-Chicago and South Carolina), then rallied for another four wins (South Florida, East Tennessee, Western Kentucky, and Central Florida). Other teams the Gophers beat are, in order, Florida-Jacksonville, Lamar (Texas), Illinois, Michigan, and Wisconsin (twice). A five-game losing streak (Iowa State, Iowa, Northwestern, Drake, and Ohio State) closed their season. Earlier losses came from, in order, Florida State, Indiana, North Dakota State, Purdue, Illinois, Northwestern, Iowa, and Michigan State.

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By Jeanne Hoene

## MEDICAL SCHOOL

## A Stop to Strep?

What started out as cloning one particular gene may eventually develop into producing a long-awaited strep vaccine.

Two important findings, published recently in the journal *Science* by University microbiologists Patrick Cleary, Jonathan G. Spanier, and S.J.C. Jones, explain how streptococcus bacteria interrupt the immune defense system and how a gene that controls the bacteria's virulence can be cloned.

"Normally, strep is found everywhere," Cleary said. "However, one group of strep, Group A, resists the body's defenses. This Group A strep has a protein overcoat that attaches to the outer surface of the cell and prevents white blood cells from destroying the bacteria."

Part of the problem in developing an efficient strep vaccine is due to the nature of the strep bacteria. "Each strain of strep has a different protein overcoat on the surface," Cleary said. Nearly 80 separate strains of the bacteria exist, each with its own M proteins. The body develops immunity by making antibodies targeted to specific M proteins; these antibodies will not recognize any other M proteins. Thus, immunity to one strain of strep does not provide immunity to any other strain.

What Cleary's team has done is isolate an M protein of one strain and clone its gene, which can be used in future experiments to clone more M proteins. Scientists then can create hybrid M proteins, which should turn on the production of antibodies against a variety of M proteins. Cleary expects that this development will lead to the production of a strep vaccine effective against several strains. Until now, work on this method of strep research has been difficult because the protein coats are toxic and not easily separated from the cells.

"The cloned protein is a tool that will speed up work," Cleary said. "We can now make progress at a greater rate."

The other important finding is that Group A strep also produces a protein that inhibits or eradicates the body's normal signal to white blood cells that foreign material is present. By interfering with this response, the virulent bacteria

can take hold before the body's immune defense system gets started.

This finding — that strep interferes and inhibits the body's signal to the immune system — is critical, Cleary said, as this appears to be a trait common to most strep strains. Continued research focusing on this discovery could lead to the development of a strep vaccine even sooner than the cloning approach, he added, perhaps within the next three years.

A strep vaccine would have major implications for Third World countries, Cleary said, where strep often leads to rheumatic fever and further complications.

From this research, the group hopes to understand the inner workings of proteins and genes. "The fundamental questions we're researching are, How does a gene change? and What is the genetic process that creates heterogeneity?" Cleary said.

## LAW SCHOOL

## Jurists in Residence Offer Insiders' View

Supreme Court Justice William H. Rehnquist and federal judge Myron H. Bright inaugurated the Law School's Jurists in Residence program during October.

Bright, a 1949 Law School graduate and St. Paul native, designed the program to offer insight into the judicial process from a judge's perspective and to encourage interaction between students, staff, and justices. Funding for the four-day program was provided by the Lee and Rose Warner Foundation; the late Lee Warner was a St. Paul native and University alumnus.

Sessions included a panel discussion on civil procedure, demonstrations of a federal trial court hearing and examination and cross-examination of expert witnesses, classes on topics such as professional responsibility and constitutional law, and an informal luncheon discussion of judicial clerkship. Justice Rehnquist joined the program for the last two days and gave the closing address, "Presidential Appointments to the Supreme Court."

"This is a special program that's not been offered before," said Steve Goldberg, Law School associate dean. "We felt the program went well — we were very pleased. We definitely would like to offer it again."

## HOME ECONOMICS

## A TV Prescription for Healthier Families

If you watched any of the "Today Show" segments on family health during October, you were seeing the work of David Olson, professor and director of graduate studies in family social science, who was a major consultant for the series.

October 1984 was Family Health Month, and each weekday that month the NBC program featured a 10-minute segment on one area of marriage and family wellness.

Besides helping to plan the series, Olson wrote a 12-page booklet, inserted into the October issue of *Family Circle* magazine, that included six assessment scales he developed for viewers to use in conjunction with the TV program.

"Prevention is a major issue in family health," Olson said, "and this series was exposure on a national network level that we've never had before. The viewing audience for the "Today Show" is around 5 million, plus about the same circulation for the magazine."

"We hope the show raised people's awareness of prevention — that we can do something before a problem reaches the crisis point," Olson said.

As a consultant for the 20 segments, Olson helped Dr. Art Ulene, NBC's health consultant, choose the topics. They included a range of issues such as family health assessment, couple communication, family sports, family financial health, chronic illness, and aging parents. Olson also worked with film crews to set up scenes for the segments, develop the questions used, and select the couples and families that participated in the segments.

Initially, only two of the 20 segments were to be filmed in Minnesota, but as the project progressed, the number filmed locally increased to 12. "Minnesota was selected because of the quality of family prevention programs here, some that have been developed at the University," Olson said. "Minnesota has an excellent reputation across the country in the area of family wellness."

Olson's research on preventive programs and services for couples and families, particularly his 1983 book, *Families: What Makes Them Work*, was a factor in NBC's selection of the family health theme. He has written 10 books so far and has three more in progress. Olson

## COLLEGES AND SCHOOLS

also has developed a premarital test for couples, PREPARE (Premarital Personal and Relationship Evaluation) based on several years of research and evaluation.

Also in October, Olson participated in a weeklong series on family relationships for a late-edition news program on KSTP-TV in St. Paul. For that program he developed a 10-item assessment scale, Relationship Strengths. "So often we take people, our families especially, for granted," Olson said. "We need to spend time and energy and commitment if we want them to be enjoyable and worthwhile. Prevention is normal when we consider other areas of our health, or even brushing our teeth. With a few tools we can help people not to take each other for granted, before problems become overwhelming."

### LIBERAL ARTS

#### Testing the Test: MMPI Revision Underway

The world's most famous psychology test is undergoing its first major revision since being created almost 45 years ago.

The Minnesota Multiphasic Personality Inventory was developed at the University of Minnesota in 1940 by psychologist Starke Hathaway and psychiatrist J.R. McKinley. Originally designed to aid in determining psychological problems and personality patterns or tendencies, the test has been picked up by the business community as well in the past 20 years. It is used as a screening device when selecting people for high-stress occupations such as police officer, nuclear power plant employee, or airline pilot.

Three psychology professors — James Butcher of the University of Minnesota, W.G. Dahlstrom of the University of North Carolina, and J.R. Graham of Kent State University — have been actively revising and testing the MMPI for about a year and a half. Butcher estimates that data collection, statistical analysis, and clinical studies will require two more years of work before the project is completed.

The MMPI is used worldwide in almost 50 countries and has been translated into about 60 languages. It seems to survive cross-cultural translation well, Butcher said, providing valid results for persons in cultures and lifestyles considerably different from those of the United States, such as east Asian countries.

The revision takes a conservative approach, according to Butcher, and

involves changing a little less than 20 percent of the existing items. Most changes are needed because of outmoded language or norms, as in this statement: "I used to like drop-the-handkerchief."

"A key difference is that we have added some items not formerly included," Butcher said. New areas of psychological problems have emerged in the past 45 years, like eating disorders such as bulimia or anorexia nervosa, and newly recognized syndromes such as Type A behavior. The revised test will include items addressing these problems.

While the MMPI is known to be a better indicator of long-term patterns or problems than of crisis conditions, the revision also seeks to improve the test's ability to show changes patients have made through therapy.

The MMPI was based on responses from 724 people, mostly visitors to University of Minnesota Hospitals, which was a large sample at the time, Butcher said. The revision is being tested on a "normal" sample, drawn randomly from a population of several thousand people, including adolescents and adults, in several states. It is hoped that this population will lessen bias in the test.

The revised MMPI is being experimentally tested with both the old and the new items included. This allows the research

team to note the reliability of the older items, though it also lengthens the test from 566 to 704 items. The original MMPI takes approximately an hour and a half, and the new version means yet a longer test.

The essence of the test is relatively simple, Butcher said. No item is important by itself; instead it is what a group of items means collectively. "The MMPI looks for conclusions based on the responses to the different groups of similar items," he said.

Testing of the revised MMPI began in February 1984 and is expected to continue through 1985. Butcher's involvement with the MMPI, however, began in graduate school in the early 1960s. He has written numerous books and articles on the test. He also founded the MMPI symposium and continuing education workshop series, which teaches professionals how to administer and evaluate the test. Approximately 10 workshops are presented each year and enrollments are up by 50 percent this year.

"The updating is about a dozen years in coming," Butcher said. "We hope it will rid the test of minor flaws. We expect it to remain the most widely used psychology test. The updating assures the viability of the test; this is mostly an on-course correction."

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Tom Foley

## INSTITUTE OF TECHNOLOGY

### Whiz Kids Statewide Join Mathematics Project

The kid who's a whiz in math but frustrated with the pace of junior high math classes now has an alternative: the University of Minnesota's Talented Youth Mathematics Project. The program offers gifted youngsters throughout the state a chance to learn in an accelerated environment, plus earn high school and college credits.

Students usually enter the program in their junior high school years, although eligible students have started the program in the fifth or sixth grade. After passing an initial qualifying examination, a student enrolls in the first year of the UMTYMP program, completing algebra 1 and 2 in just 60 hours, by taking a two-hour class once a week.

"In a regular high school algebra course, for both levels, a student receives 360 teaching hours. Our program covers the same material in one-sixth the time," said Harvey B. Keynes, project director and mathematics professor.

Second-year students complete geometry and math analysis (which includes trigonometry and precalculus). Over the next three years, or by the time a student graduates from high school, up to 30 credits of college honors calculus can be earned.

The project began in 1976 when parents and teachers of gifted children contacted the Minnesota Department of Education, looking for a way to set up an enrichment program for these students. Federal funding was received, an advisory board was created, and programs were begun in the Twin Cities and Duluth.

During the first four years, Twin Cities classes were held at Hamline University in St. Paul. A total of 55 students participated each year in two classes, seventh- and eighth-graders in one, ninth-graders in the other. The following year an algebra and a geometry/trigonometry course were added.

The program continued at this size until the federal grant expired and the University of Minnesota took over the project in June 1980. Private contributions received that year from Mrs. George W. Taylor of Rockford, Ill., and James M. Vaughn of Houston, Texas, enabled the program to greatly expand.

Thomas Noonan

### New Russian Major Combines Language, Political, Economic, and Cultural Study

The one-year-old department of Russian area studies began offering an undergraduate major this fall, in addition to its master's degree program.

"The Russian area studies department is fairly unusual in this country," said Professor Thomas Noonan, department chairman. "We draw faculty from other units — history, agricultural economics — together in one department. We needed to focus our resources in one place, on our primary interest in Russian studies."

"When this department began, it was about a year ahead of the reports on the shortage of Russian experts in the United States," Noonan said. "That [shortage] was a factor in creating the department."

According to Noonan, the undergraduate program is designed for students who want to combine their interest in Russian with other disciplines. Background in concentrated Russian study can enhance other career plans, preparing students for possible work in the U.S. State Department, the foreign service, government agencies, international development, and business.

"We thought it was important to offer a good solid undergraduate program

stressing Russian studies," Noonan said. "So many other programs focus on the graduate level." Students interested in Russian need to start language work early or begin a minor, he said.

Currently 170 students are enrolled in undergraduate Russian studies courses. Of that group, 65 are working toward an undergraduate degree specifically in Russian language and literature. Noonan estimates that about 10 students have signed up in the new Russian area studies major, and about eight students are pursuing the master's degree.

Noonan cited some goals of the new department. "We'd like to continue building up the undergraduate program, expand the joint majors possibilities, sponsor conferences and bring in speakers to enrich the program, and continue the exchange programs," he said.

Two such exchange programs are available now. A summer-long program to study Polish language and culture at Marie Curie-Sklodowska University in Lublin, Poland, is offered and includes living with a Polish family. Students working on their master's thesis can spend six months to one year studying at Leningrad State University and living in Soviet society.

Noonan noted that the study-abroad experiences offer a penetrating appreciation of the Russian culture. And, he said, "you don't really understand your own country until you understand and experience another culture."

Today, 405 students are enrolled in the 1984-85 program throughout the state. On the Minneapolis campus alone, UMTYMP offers eight classes in algebra, geometry/trigonometry and precalculus, and four classes in first-, second-, and third-year calculus.

For the first time this year, students in Rochester, Owatonna, St. Cloud, and Fargo/Moorhead also are participating in UMTYMP. Curriculum at each outstate location is identical to that of the Minneapolis campus program, beginning with algebra for the pilot year. The outreach campuses, like the Minneapolis campus, provide one instructor and one teaching assistant in each classroom, selected from teachers in local high schools and colleges. The ratio of men and women instructors is roughly equal.

"In the past we were concerned about the drop in female students after the first year of classes," Keynes said. "Some of the reasons were social aspects, pressures. So we've made an effort to keep half of the instructors women as role model support, to create peer support groups, and to stress that the program is based on competency, talent, and achievement." The tactics seem to be successful, Keynes said, as enrollment in this year's calculus course is 33 percent women, double the previous year's registration. Enrollment in algebra is 34 percent women, the highest percentage ever.

Students pay \$65 per year, plus \$10 for books, to participate in the high school program; state funding makes up the rest of the program costs. As the project continues, Keynes said, more support from state and private sources will be needed.

"This project helps Minnesota maintain its image as a state on the cutting edge of technical areas," he said. "If it's critical to the state to be No. 1 in education, then this is the kind of program that fits with that image. The future of this state in science and technology depends on its ability to develop its own population so students will choose to stay here, study, seek employment, and compete on the national or international level."

"We're looking to provide more recognition for the kids in the program — the more recognition, the more motivation. The schools and school staff can really make a difference by supporting the program and providing study time. I think of this mathematical ability like any other kind of talent — it really is an art form."

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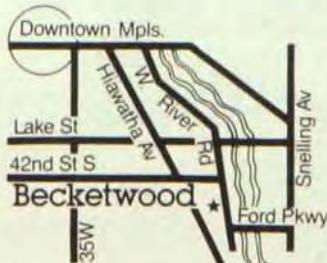
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By Helen Schneider

## COLLEGE OF AGRICULTURE

'52 Wilson G. Pond of Hastings, Neb., has co-authored a college text on swine production and nutrition. He supervises scientific research at the U.S. Meat Animal Research Center in Clay Center, Neb.

'61 William G. Tomek of Ithaca, N.Y., has been elected to a two-year term as president of the American Agricultural Economics Association, an organization of academic, government, and business economists.

'65 Charles J. Arntzen of East Lansing, Mich., has been appointed an associate director in the central research and development department of the Du Pont Corp.

'68 Mark S. Novak of Wells, Minn., has been named vice president of the Americanna Bank in Alden, Minn.

'76 David G. Settergren of Lauderdale, Minn., has been named interim general manager of the Minnesota Valley Breeders Association.

'77 Frederick J. Killmann of Twin Valley, Minn., has joined the Twin Valley office of East Agassiz Soil and Water Conservation as district conservationist.

'78 Mark A. Newhall of Lakeville, Minn., has been promoted to editor of *Farm Show*, a national farm products magazine based in Lakeville.

'83 Craig W. Schowalter of Bloomington, Minn., has joined Nankin Express, an Edina, Minn., fast-food restaurant developer. He will direct product development.

'84 Christopher G. Shimota of Foley, Minn., has been named west central district sales manager for Stauffer Seeds, a subsidiary of Stauffer Chemical in Westport, Conn.

## COLLEGE OF BIOLOGICAL SCIENCES

'81 Matthew G. Kaminski of Minneapolis has joined Piper, Jaffray & Hopwood, a Minneapolis-based investment firm, as a registered representative at its Bloomington, Minn., office.

## SCHOOL OF DENTISTRY

'77 Peter W. Kohlsaat of Minneapolis has retired from his dental practice in Duluth, Minn., and now works as a syndicated editorial cartoonist for over 70 Minnesota newspapers.

'81 Karen M. Heck of Chisholm, Minn., has joined her father, Frank B. Heck, in his Chisholm dental practice.

'82 Steven A. Kreklau of Sebeka, Minn., has joined the Foley Dental Office in Coon Rapids, Minn.

'83 James B. Lichtsinn of Fergus Falls, Minn., has opened a dental practice in the Westridge Dental Center in Fergus Falls.

'84 Jean H. Schwartz of Minneapolis is practicing dentistry in New Ulm, Minn.

## DULUTH

'81 Yvonne M. Prettner of Mt. Iron, Minn., has joined the Range Mental Health Center as an individual, group, and family therapist.

## COLLEGE OF EDUCATION

'48 Clifton E. French of Greenfield, Minn., has retired after 22 years as superintendent of Minnesota's Hennepin County park system.

'57 William H. Forsberg of Minneapolis has retired as associate superintendent for curriculum and instruction after 34 years of service in the Robbinsdale, Minn., public school district.

'60 James M. Schonberg of Tacoma, Wash., is chief of chaplaincy at the Veterans Administration Medical Center in Tacoma.

'63 George W. Gibbs of Rochester, Minn., is president of Technical Careers Placement, a Minneapolis-based job placement agency.

'70 Jeffrey N. Lewis of Edina, Minn., participated in the June 1984 Advanced Teacher Institute sponsored by the Graphic Arts Show Co. and the Graphic Arts Technical Foundation in Pittsburgh. He teaches in the Edina public school system.

'74 Calvin H. Dreier of Minnetonka, Minn., has retired after seven years as assistant principal at Hopkins West Junior High School in Minnetonka.

'78 Peggy A. Hill of Madison, Wis., has been promoted to research analyst-sales support system at Oscar Mayer Foods in Madison.

'79 Gregory M. Schram of Roseville, Minn., has been ordained a Lutheran minister and is assistant pastor at Zion Lutheran Church in Warroad, Minn.

'81 Guy A. Kalland of Cannon Falls, Minn., has been named assistant professor of physical education at Carleton College in Northfield, Minn.

## GENERAL COLLEGE

'67 Ronald J. Norstrem of St. Paul has been appointed manager of the Minnesota Federal Savings and Loan office in New Hope, Minn.

'79 Arlene K. Ross of Duluth, Minn., has been named trust officer at Northwest Bank Duluth.

## GRADUATE SCHOOL

'49 Curtis L. Larson of St. Paul has received the Hancor Soil and Water Engineering Award from the American Society of Agricultural Engineers for his teaching and research in small watershed hydrology. He is professor of agricultural engineering at the University of Minnesota.



James R. Spicola, '54, has been named president of Cargill Inc. Spicola is a member of Cargill's Board of Directors and of the Office of the Chairman. He is also a director of Tonka Corp., a trustee of the Minnesota Medical Foundation, and a director on the general board of the YMCA of Metro Minneapolis.

# CLASS NOTES

'50 Donald R. Norland of Cambridge, Mass., has been appointed an associate of Harvard University's Center for International Affairs. He will assist in developing the center's Africa research program.

'53 Quintus C. Wilson of De Kalb, Ill., has won the first Top Chapter Adviser Award from Kappa Tau Alpha, a national journalism honor society. He is an adjunct professor of journalism at Northern Illinois University in De Kalb.

'70 Ronald L. Bratton of Fergus Falls, Minn., is opening a private psychological practice in Fergus Falls.

'71 Charles C. Eldredge of Glen Echo, Md., directs the National Museum of American Art in Washington, D.C.

Wally L. Gehrig of St. Paul has been named principal at Pilot Knob Elementary School in Eagan, Minn.

'73 Donald J. Jeronimus of Brooklyn Park, Minn., has opened a pediatric dental office in Maple Grove, Minn.

'74 Katherine H. Faricy of Minnetonka, Minn., led a workshop for piano teachers in Grand Rapids, Minn., in August. She is a concert pianist and teaches at the College of St. Catherine in St. Paul.

'75 Mary J. Bohr of Chicago has joined the First National Bank of Chicago as assistant vice president in the communications department.

'77 Neal A. Gaardner of Minneapolis has received the Meritorious Technical Achievement Award from NCR Comten, a St. Paul-based computer systems firm.

Glendon L. Lakes of Litchfield, Minn., has been named principal of Litchfield Senior High School.

'78 Michael J. Evers of Minneapolis has been named dean of the master of business administration program at the College of St. Thomas in St. Paul.

'79 Laurence M. Hossfeld of Minnetonka, Minn., has been named product development and production engineer for North Atlantic Technologies, a Minneapolis-based manufacturing firm.

'81 Nili Sharon of St. Louis Park, Minn., teaches Hebrew at Carleton College in Northfield, Minn.

Catherine H. Taylor of St. Paul has been named editor of the *West Side-West St. Paul Voice*, a community newspaper.

'83 Richard B. Aronson of Minneapolis has been named assistant vice president of mortgage operations for Twin City Federal Savings and Loan of Minneapolis.

Dennis J. Coyle of Clifton Park, N.Y., has joined the General Electric Research and Development Center in Schenectady, N.Y., as a chemical engineer.

## COLLEGE OF HOME ECONOMICS

'59 Marian Schonberg of Tacoma, Wash., is an administrative dietetics technician at the Veterans Administration Medical Center in Tacoma.

'71 Rebecca M. Hruska Lieser of Fridley, Minn., has been named to Who's Who of Clovia, a national organization of current and former college women. She teaches high school home economics in Cambridge, Minn.

'82 Jane L. Stadick of New Ulm, Minn., has joined Gratiot Community Hospital in Alma, Mich., as a clinical dietitian.

## INSTITUTE OF TECHNOLOGY

'50 Milton P. Gordon of Seattle has been appointed acting chair of the biochemistry department at the University of Washington in Seattle.

'68 G. Ross Alexander of Villa Park, Ill., received a master's degree in accounting and international business from De Paul University in Chicago and is a certified public accountant in Illinois. He supervises the financial services department of Rockwell International of Chicago.

'75 Michael J. McCarthy of St. Paul, a civil engineer for Twin City Testing and Engineering Laboratory in St. Paul, has been registered as a professional engineer in Minnesota.

'76 Gerald J. Brinda of Minneapolis has received a Distinguished Technical Achievement Award from NCR Comten, a St. Paul-based computer systems firm.

Stephen P. Patrick of St. Paul was one of the winners in a housing design competition funded by the National Endowment for the Arts. He is employed by BWBR Architects, a St. Paul firm.

'79 Dean J. Dovolis of Edina, Minn., was graduated *summa cum laude* from Harvard University in June 1984 with a master's degree in architecture and urban design.

'82 James R. Chick of Minneapolis was one of the winners in a housing design competition funded by the National Endowment for the Arts. He is employed by BWBR Architects, a St. Paul firm.

'83 Peter D. Cavaluzzi of Minneapolis was one of the winners in a housing design competition funded by the National Endowment for the Arts. He works for BWBR Architects, a St. Paul firm.

## LAW SCHOOL

'77 Pamela G. Alexander of Minneapolis is a municipal court judge in Minnesota's Hennepin County.

## COLLEGE OF LIBERAL ARTS

'38 Martin P. Quigley of St. Louis, Mo., has written his ninth book, *The Crooked Pitch*, published by Algonquin Books of Chapel Hill, N.C.

'46 William C. McClearn of Phoenix has been named to the American Bar Association Board of Governors. He is an attorney for Holland and Hart law firm in Denver.

'49 Lawrence S. LaBelle of Golden Valley, Minn., has joined Red Barron Advertising in Minnetonka, Minn., as vice president-retail accounts.



Morris Nilsen, '51, is the founder of With Care, a community organization offering mutual support and education for grieving spouses begun in November 1983. The name stands for Widowed Involved to Help Cope and Regroup Effectively. Nilsen owns and operates Morris Nilsen Funeral Chapel in Richfield, Minn. He was president of the National Funeral Directors Association in 1983-84.

## PROFILE

### Sports Prose to Politicos — Journalist Sees Career Connections

By Annette M. Larson

Even when journalism professor Ed Emery told him that sports writers never grow up, John W. Mashek still had aspirations of being another Red Smith. At the

away from achieving his aspiration, after all.

Mashek graduated in 1953 with a journalism degree and a minor in political science. After a stint in the Army, he went to work for the *Dallas Morning News*. He covered local stories for five years before being transferred to the paper's Washington, D.C., bureau.

"It was then I caught Potomac fever," said Mashek. It was the late '50s, and he was covering the

make the two fields related.

In 1964, Mashek was hired to open a branch office in Houston for *U.S. News and World Report*. Writing opportunities were phenomenal. There was a lot of Lyndon Johnson news to cover, as well as the space program and the Johnson Space Center, Mashek remembered. The migration of businesses to the sunbelt was starting then, too. "Because there was no other news office in the South," Mashek said, "I could stray as far as Georgia for stories."

In 1970 the magazine called him back to Washington to head its congressional staff. He arrived just as Richard Nixon was resigning and stayed through Gerald Ford and Jimmy Carter before being appointed political editor.

He has realized his biggest goal: being a national political writer for a national publication. "I'm doing what I love to do," Mashek said. "I'm still just a reporter at heart."

How about a book? Frankly, he doesn't know. "I'm so caught up in the weekly-to-weekly news. All I have time to do is read when I get up in the morning, instead of writing a book. First I have to have more discipline."

Maybe that's another thing that's the same about sports writing and political writing.



time, Mashek was covering sports for the *Minnesota Daily* and thought he'd go into sports writing or broadcasting.

He's now senior political editor at *U.S. News and World Report* and, to hear him tell it, he's not that far

Texas delegation, then a powerful state on the national scene.

The experience piqued his interest in political writing, which he considers similar to sports writing. "There's the competition, the races, the excitement," he said, that

'56 John A. Pagel of Carlisle, Penn., has retired after more than 27 years as commander, western commissary region, of the U.S. Army Troop Support Agency.

'62 Marjorie Fredrickson of Cass Lake, Minn., has won the Chief Award from Dickinson State College in Dickinson, N.D., in recognition of her professional achievement and community service. She is employed by the city of Minneapolis as a recreation supervisor and administrator.

'63 Marjorie M. Volk of St. Paul has won the Outstanding Technical Achievement Award from NCR Comten, a St. Paul-based computer firm.

'65 Gilberto Paolini of New Orleans has been knighted by the king of Spain into the Royal Order of Isabella the Catholic, in recognition of his scholarship and professional activities promoting Spanish in the Americas.

'66 Elizabeth Kiernat of St. Paul has been elected to chair the board of COMPAS, a community arts organization serving more than 100,000 Minnesotans annually.

'68 Eric J. Heller of Seattle has been appointed professor of chemistry and physics at the University of Washington in Seattle.

'69 Thomas M. Supel of Long Lake, Minn., has been promoted to assistant vice president of personnel at the Federal Reserve Bank of Minneapolis.

'71 Reid S. Lamphere of Munich, West Germany, is the European coordinator of Athletes in Action, a branch of the Christian group Campus Crusade for Christ.

## CLASS NOTES

**'74** Steven P. Krikava of Minneapolis has received the Michael Graznak award from the Cooperative Editorial Association. He is an editor and governmental affairs specialist for Land O'Lakes in Minneapolis.

**Kathlyn G. Stewart** of Minneapolis directs a recovery program for chemically dependent minorities at Multi Resource Centers, a Minneapolis-based human services organization.

**'76** Richard M. Knaeble of Hibbing, Minn., was featured in an August 1984 photographic exhibition at First Bank Hibbing. He is a legal investigator for the Hibbing law firm of Matonich & Persson.

**Theodore R. Novak** of Robbinsdale, Minn., has been promoted to vice president at Twin City Federal Savings and Loan of Minneapolis.

**'78** Kathleen M. Conroy of Edina, Minn., has been named public relations manager for Chicago Cutlery in New Hope, Minn.

**'79** Mary E. Engelmann Murphy of Austin, Minn., has been named national director of research for MSL International, a human resource management consulting firm in Philadelphia.

**'80** Jeffrey M. Nelson of St. Paul has received a juris doctor degree from the National Law Center of George Washington University in Washington, D.C.

**'81** Vicki L. Turnquist of Golden Valley, Minn., has been named credit department manager at Wayzata Bank and Trust in Wayzata, Minn.

**'82** David J. Dustrud of Minnetonka, Minn., has joined Faith Presbyterian Church of Minnetonka as director of youth ministries.

**'84** Carlotta M. Gustafson of Burnsville, Minn., has won the \$1,500 Lilly Lorenzon Memorial Scholarship for study in Sweden from the American Swedish Institute.

### SCHOOL OF MANAGEMENT

**'68** John E. Byrne of Cloquet, Minn., has been named manager of the Cloquet office of Main Hurdman, a Minneapolis-based accounting firm.

**'72** Allen R. Karinen of Minneapolis has been promoted to sales director at Mailhouse, a diversified mail service company in Bloomington, Minn.

**'80** Robert G. Friederichs of Alexandria, Minn., has joined the First American Bank in Brandon, Minn., as an agricultural loan officer.

### MEDICAL SCHOOL

**'69** Dr. Bruce A. Legler of Bremerton, Wash., has been named to a two-year term as chief of staff for Harrison Memorial Hospital in Bremerton.

**'74** Dr. Ronald H. Yanagihara of Honolulu has been named assistant professor of clinical medicine at the University of Texas Health Center in Tyler, Texas.

**'76** Dr. Michael S. Schaffer of Denver has been elected a fellow in the American College of Cardiology. He practices pediatric cardiology at the University of Colorado Health Sciences Center in Denver.

**'77** Dr. Martin L. Engmann of La Crosse, Wis., has joined the Gunderson Clinic in La Crosse as a pulmonary specialist.

**'78** Dr. Michael A. Rethwill of St. Cloud, Minn., is starting a family practice at the Westside Clinic in Dodge Center, Minn.

**Dr. Kathy L. Reynolds** of Los Gatos, Calif., was named a fellow of the American Academy of Pediatrics, an organization of 27,000 physicians in the United States, Canada, and Latin America.

**'81** Dr. Michael P. Heck of Chisholm, Minn., has joined the Mesaba Clinic in Chisholm as a family practice physician.

**Dr. Barbara J. Sterner** of Shakopee, Minn., has joined Sundance Medical Clinic in Shakopee, Savage, and Jordan, Minn., as a family practice physician.

### MEDICAL TECHNOLOGY

**'37** Mary L. Brittingham of St. Petersburg, Fla., has won the Gill Robb Wilson award from the Civil Air Patrol in recognition of her volunteer work in federal and state emergency service and aviation safety programs.

### MORTUARY SCIENCE

**'36** Arnold K. Roen of Madison, Minn., is celebrating 50 years as a licensed mortician. He operates the Roen-Zahrbock Funeral Chapel in Madison.

**'48** Maynard G. Heitner of Wells, Minn., has owned and operated the Heitner Funeral Home in Wells, since 1952.

**'61** James A. Iten of Delano, Minn., has opened a funeral home in Watertown, Minn.

**'84** Dana M. Bichler of St. Cloud, Minn., has joined the staff of Jacobsen-Peterson Funeral Home in Benson, Minn.

### SCHOOL OF PUBLIC HEALTH

**'49** Earl G. Dresser of Eden Prairie, Minn., has been named to a three-year term on the board of trustees for Methodist Hospital in Rochester, Minn.

**'58** William E. Johnson of Madison, Wis., has been named chairman-elect of the American College of Hospital Administrators. He is president of Methodist Health Services and Methodist Hospital in Madison.

**'78** Donald C. Berglund of Minnetonka, Minn., has been promoted to associate administrator at Fairview-Southdale Hospital in Edina, Minn.



Glenn Matsumoto, '73, has been appointed an associate of The Stubbins Associates Inc., an architectural design firm in Cambridge, Mass. In 1979, Matsumoto was awarded the Rotch Travelling Scholarship for excellence in design.

## UNIVERSITY COLLEGE

'37 Charles B. Wilkinson of St. Louis, Mo., has received a presidential appointment to the visitor's board of the U.S. Air Force Academy. He chairs the Public Employees Benefit Services Corp. board in Oklahoma City, Okla.

'80 Richard A. Roehlen of St. Paul has been named a patrol officer for the South St. Paul police department.

## COLLEGE OF VETERINARY MEDICINE

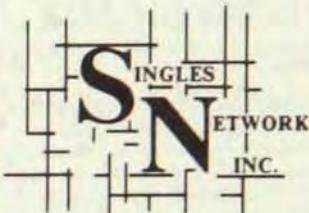
'84 Diana F. Wittkopf of Hastings, Minn., has joined a mixed animal veterinary medical practice in Springfield, Minn.

## DEATHS

Florence G. Bethke, '05, Westfield, N.J., on August 22, 1984. She worked as a supervisor of home economics for the Duluth, Minn., public schools before moving to Chicago in 1914, where she taught night school and, during World War II, taught courses on food coupon use for Westinghouse. Active in many civic organizations, she was past president of the Southwest Council of the League of Women Voters in Chicago and past president of the Chicago Metropolitan Council of PTAs. In 1966 she moved to Westfield, N.J., where she served as president of the YWCA Friendship Club.

Lewis R. Bouma, '22, St. Paul, on August 5, 1984.

Joseph Bright, '30, St. Paul, on Sept. 23, 1984. He practiced law in Eveleth, Minn., for five years.



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## PROFILE

### Outfield Star Throws Home to Help

By Annette M. Larson

Outfield play and philanthropy don't usually go together, but they do in the case of Dave Winfield, 1973 University graduate, New York Yankees outfielder, and founder of the Winfield Foundation.

Winfield majored in political science and played varsity baseball and basketball. A St. Paul native, he chose the University even though offers of athletic scholarships poured in from around the country. "It couldn't have worked out any better," he said.

He went from the University to the San Diego Padres

baseball team and then, in 1980, to the Yankees. Only a year into his pro career, Winfield decided to do something for his hometown and for the people who had supported him in his youth, so he set up a scholarship program.

Originally for St. Paul Central High School students, the program was funded from Winfield's own pocket. "It wasn't much to start with, but I wanted to do something for my community," he explained.

In 1977 he started the Winfield Foundation. It was based on the same "I-want-to-do-something-for-my-community" ideal as the scholarship program, but Winfield's success at getting people to donate money has made the foundation a nationwide one. The foundation gives scholarships to kids interested in health education and sports.

The foundation now administers the original scholarship program and works with two other major scholarship programs. The first, in cooperation with the city of New York, is for students who have attended a New York City high school and have done well in coursework and extracurricular activities. Criteria for this award also include community involvement and need.

The second program is run in collaboration with the United Negro College Fund. It is for enrolled college students who have financial need and maintain the required academic average.

In addition to work on the scholarship programs, Winfield has also been involved in a Jobs for Youth program with the city of New York. "We got 26,000 summer jobs for kids. That was up 32

percent from last year," he said.

"There's so much since then," Winfield said. "I have branched off into business environments from art galleries to food franchises to Sagekinetics." Sagekinetics is a sport training method that Winfield has developed. He will be opening the first training center soon in the Twin Cities but declined to give any specifics.

"I've never been a narrow-minded person," he said. "I believe in diversification."

In 1979, Winfield received the YMCA's Brian Piccolo Award for contributions to sports and community. Last year he received the American Image Award from the Men's Fashion Association of America and was chosen one of the 10 outstanding men in the United States by the Jaycees.

## CLASS NOTES

before joining the Minnesota attorney general's office in 1935. He was appointed revisor of statutes in 1957 and served in that position for 17 years.

**Dr. Helen G. Canoyer**, '40, San Francisco, on February 25, 1984. During World War II she served as an economic analyst with consumer programs of the War Production Board and with the U.S. Department of Commerce. In 1953 she was named dean of the New York State College of Home Economics at Cornell University in Ithaca, N.Y. She chaired the President's Consumer Advisory Council in 1962 and, in 1967, became dean of home economics at the University of Massachusetts-Amherst, serving in that position for three years. She moved to San Francisco in the late 1970s.

**Truman B. Clark**, '58, Bowie, Md., on August 18, 1984. He worked for the U.S. Department of Agriculture in Louisiana and California as an insect pathologist and research entomologist for 17 years before joining the department's Beltsville Research Center in Washington, D.C. In 1973 he received a commendation from the Animal and Plant Health Inspection Service for his work in animal research. He belonged to several professional organizations and taught at Iowa State University and Fresno State University.

**Richard M. Cohen**, '61, Minneapolis, on July 15, 1984. He worked for the Sun Newspapers, a chain of Twin Cities' suburban weeklies, for three years as ad manager. He joined NV Advertising Associates in 1967 and advanced to president after three years. In late 1983 the company was reorganized as Cohen Okerlund Smith.

**Nathan C. Davies**, '29, Vero Beach, Fla., on June 19, 1984.

**John L. Delmore**, '36, Roseau, Minn., on August 3, 1984. After serving in the Army Medical

Corps during World War II in Europe, he practiced medicine at the Delmore Clinic in Roseau, Minn. and at the Roseau Medical Center, before retiring on July 1, 1984.

**Ashby U. Gaskins**, '50, Minneapolis, on July 22, 1984. In 1947 he joined the Minneapolis Urban League, serving as industrial secretary and later as interim director. In 1963 he started one of the first minority placement firms in the United States. He belonged to the Citizens League and the University of Minnesota Alumni Association. Founder and first president of the Minnesota chapter of the National Association for the Advancement of Colored People, he was president of the South Side Social Workers Organization and president of the National Industrial Secretaries of the National Urban League. He received the Honor Man Award from the U.S. Navy and the Pioneer Service Award from the Minneapolis NAACP. His biography appears in *Who's Who in the Midwest*.

**Bertrand Getsug**, '34, St. Paul, on August 17, 1984. He founded two St. Paul firms, Advance Construction and Park Edge Construction, and belonged to several professional organizations. In August 1984 he received the Star of the North Award from the Minnesota Society of Professional Engineers.

**Malcolm G. Gillespie**, '22, Stillwater, Minn., on July 23, 1984. After serving in the Army in World War I, he practiced surgery in Duluth for 46 years. He was a founding member and first president of the Minnesota Surgical Society and a diplomate of the American College of Surgery and the American Board of Surgeons.

**Mary L. Helenbolt**, '54, Fargo, N.D., on August 25, 1984. She moved from Grand Forks, Minn., to Fargo in 1978, where she was employed at the University of North Dakota Family Practice Center.

**Dwaine Hoberg**, '50, Moorhead, Minn., on August 6, 1984. After serving in the Navy in World War II, he coached football at Moorhead High School and at St. Louis Park High School in Minnesota. He later became assistant professor at Moorhead State University. In 1963 he was elected to the Moorhead City Council, serving as the city's mayor in 1972. In 1978 he was elected to the Minnesota House of Representatives.

**Gerald E. Huston**, '30, Anoka, Minn., on April 16, 1984.

**Fred H. Killen**, '12, Edina, Minn., on June 16, 1984.

**Sylvester Laskin**, '35, Rancho Mirage, Calif., on August 24, 1984. In 1935 he joined Minnesota Power in Duluth as a sales engineer, storekeeper, and purchasing agent, retiring as chair of the board after 44 years of service. He belonged to many civic organizations and directed the National Association of Manufacturers, the National Association of Electric Companies, the Edison Electric Institute, and North Central Electric Association.

**Joseph Murphy**, '40, Marshall, Minn., on August 24, 1984. He served as an Army medical doctor during World War II and practiced medicine in Marshall from 1942 to 1980. He belonged to several community organizations.

**Edgar M. Nelson**, '24, North Olmsted, Ohio, on July 19, 1984.

**Herbert S. Rutman**, '70, Beaumont, Texas, on August 31, 1984. He served as an assistant and an associate rabbi for Temple Israel in Minneapolis for eight years before moving to Maryland, where he taught at Baltimore Hebrew College and the Community College of Baltimore. In 1982 he became rabbi of Temple Emmanuel in Beaumont.

**William J. Scanlan**, '29, St. Paul, on July 5, 1984. In 1931 he joined Galtier School in St. Paul as a teacher and principal. During World War II he served as a Navy lieutenant and later became principal of Wilson, Murray, Central, and Highland Park High Schools in St. Paul.

**Sherwood R. Steadman**, '32, Mendota Heights, Minn., on September 16, 1984. In 1942 he became a diplomate of the American Board of Orthodontics and in 1946 was named assistant professor of orthodontics at the University of Minnesota. He chaired the orthodontics division at the University's School of Dentistry from 1957 to 1971 and won the St. Paul District Dental Society's Outstanding Service Award in 1979. He was a past president of the Minnesota Dental Association and practiced orthodontics in St. Paul for over 44 years before retiring in 1977.

**Kenneth H. Sutherland**, '23, Sun City, Ariz., on July 21, 1984.

**Richard J. Webber**, '41, Arden Hills, Minn., on August 4, 1984. After serving in the Marine Corps during World War II, he was in private medical practice before becoming a founder and later president (from 1965 to 1969) of the St. Louis Park Medical Center. In 1974 he helped found SHARE Health Plan, a Minnesota health maintenance organization, and was its medical director.

**Enga Alton Zeller**, '13, St. Paul on July 14, 1984. She acted in New York before moving to St. Paul, where she was involved in amateur theater and later operated an antique business.

**Helen Schneider**, a member of the Minnesota Alumni Association staff who compiled and wrote Class Notes, died while this issue of *Minnesota* was in production. Our sympathy and thoughts are with her family and friends.

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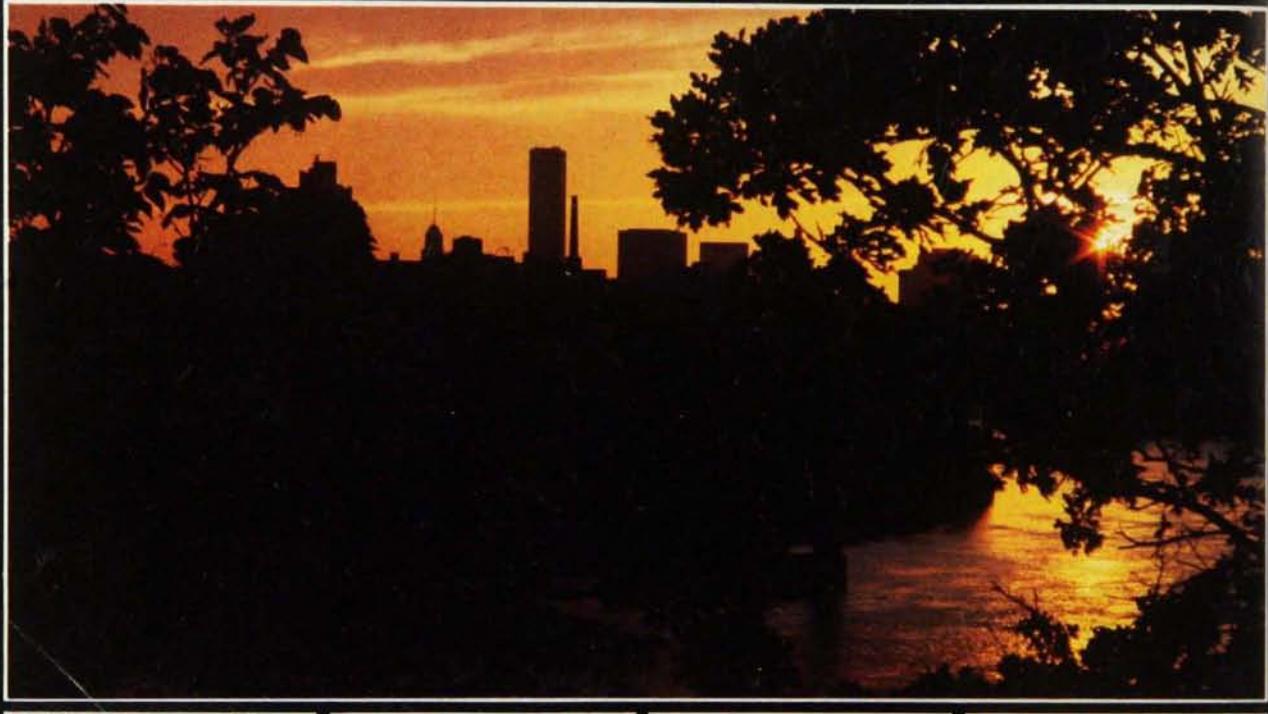
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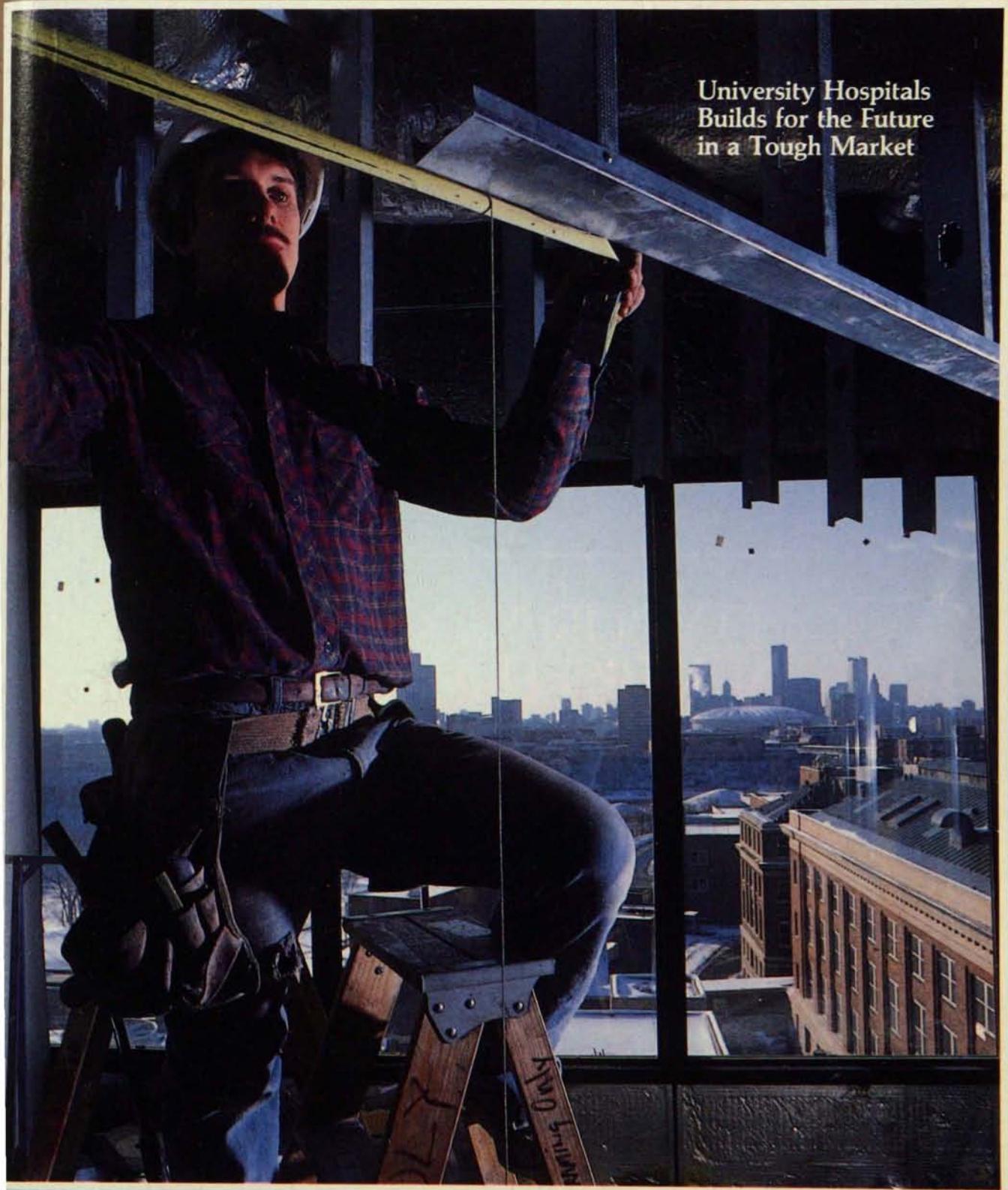
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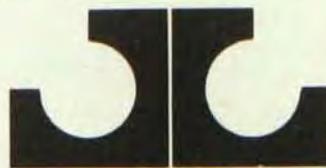
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## Jean Marie Hamilton

I was new at this, not having written a column since my early newspaper days when I wrote a tongue-in-cheek essay about my suburban beat, whose residents failed to note the tongue in cheek. I would make no mistake this time.

I decided to make this, my first column for *Minnesota*, a survey of what my predecessors had initiated, changed, and improved, saying I hoped to build on the great traditions established by them.

The *Minnesota Alumni Weekly*, I discovered, "began life" at the University September 14, 1901, under the editorship of E. B. Johnson, '88. E. B. was quite a gentleman, the dedicated voice of the alumni association who worked for 19 years as editor before quitting to join the Northwestern School Supply Company. The purpose of the *Weekly*, according to E. B., was to acquaint alumni with what was going on at the University and to foster a genuine University spirit among them by keeping them in touch with the University and each other.

Johnson reported that the first *Weekly* subscriber was Warren Maynard Dodge, '90; recorded that the University had 3,550 students; and complained that the maximum salary paid to full professors at the University was a mere \$2,400 a year, compared to the \$5,000-\$7,000 they could earn at Columbia and Chicago universities.

E. B.'s legacy was such that when he quit as editor, he was credited with leading the fight to release the University from Board of Control supervision, increase faculty salaries, and acquire the greater campus.

Vincent Johnson followed E.B. Johnson as editor in 1920 and edited the magazine until 1923. (The two were not related.) The publication would change direction, format, and name and editors and their columns would come and go, yet in 84 years, editorials would never equal those of E. B. and Vincent Johnson.

"The Minneapolis teaching institution is already a hospital; but it could become one of the foremost in the United States," wrote Vincent. "The development of the state General hospital and the growth of the Medical school will create a center for clinical specialties that must prove of immeasurable service to the patients."

Or consider this familiar theme: "There seems to be no escaping the conclusion that our own University is

moving definitely toward a crisis, the climax of which will probably be reached during the legislative session this coming winter . . . ."

In 1923 Leland F. Peterson became the editor and business manager of the magazine. Exhausted after more than 6 years, he resigned in 1929 to be editor of *Banta's Greek Exchange*. "These have been years of hard work," wrote Peterson, "such hard work as we would not want to repeat." Under his business acumen, however, the *Weekly* grew to more than 6,000 subscribers.

Peterson was followed by William S. Gibson, '27, who led the *Weekly* for 19 years. During his tenure, the Cyrus Northrop Memorial Auditorium was hailed as the "greatest building on the campus," Bernie Bierman and Bronko Nagurski were earning legendary status, and "Who Gets 40 Yard Line Seats?" was the burning issue of the day. The University was undergoing the most expansion in its history, ballooning from an enrollment of 13,000 in 1945 to 28,000 in 1946 as GIs began returning home and starting college.

Gibson quit his post as editor to become the alumni association field secretary, and Thomas Buxton, '40, was named the new editor. Buxton presided over the redesign of the magazine before he retired in 1954 and turned his job over to Curtis Erickson, '38.

The '50s were a good time for the University. In May 1954 the University, reported Erickson, was making its biennium request to the state legislature of \$24 million. The average full professor's salary was 5 percent lower than at six other large state universities, but faculty loved working at the University and ranked money matters second, according to the article "Good Men Like It Here."

More people edited the magazine in the 1950s and '60s than had in its previous 49-year history. Juanita Pacifico Opstein, '47, became editor in October 1956 and was followed by Joseph H. Davidson, '56; Margaret M. Brewster, '59; Merrill J. Busch, '58; Mary Lou Aurell, '62; Richard D. Haines, '76; and Chuck Benda.

This recap, then, was to have been my column—until I discovered that editor Dick Haines had previously done it.

As I was saying, I'm new at this . . . .

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# James Day

## Alumni: The Medium and the Message

A recent issue of *Money* magazine instructs students and parents selecting a college to find out, among other things, whether alumni are loyal to the college—and to each other.

The author points to the obvious. Generous alumni make a major impact on the quality of the student experience by funding scholarships, professorships, and up-to-date facilities. But the article goes on to point out that the *time* alumni give an institution may be an even better measure of loyalty because it isn't tax deductible.

Among the Minnesota Alumni Association's 30,000 members are more than 1,000 active volunteers. These alumni help recruit talented new students for the University, they serve as mentors for students, provide student internships, guide association policy and finance, plan collegiate and chapter alumni programs, and support the University's legislative request.

Throughout the state and across the nation, alumni volunteers provide critical support. Any student evaluating the University of Minnesota on this basis would have to give it an A+.

Even so, students looking for this evidence ought to get the whole picture; it is overwhelming. Often the most important alumni involvement happens

behind the scenes and out of the newspapers, as when past association president Thomas Holloran chaired a Minneapolis study group that years ago recommended establishing a technology corridor from the University's West Bank to downtown Minneapolis. Holloran brought together city and University officials to plan the corridor and was instrumental in bringing about the agreement, resulting in legislative funding for the University's supercomputer institute, the cornerstone of the corridor.

Another more widely publicized alumni contribution occurred last winter when Harvey Mackay, who also serves as an officer of the association, took a leadership role in recruiting Lou Holtz as head football coach.

Hidden in the understandable media celebration of this event was a fact of more sublime import: the University of Minnesota generated in one alumnus such loyalty and excitement that he was able to convey those feelings to a talented coach who, by his own admission, loathes snow.

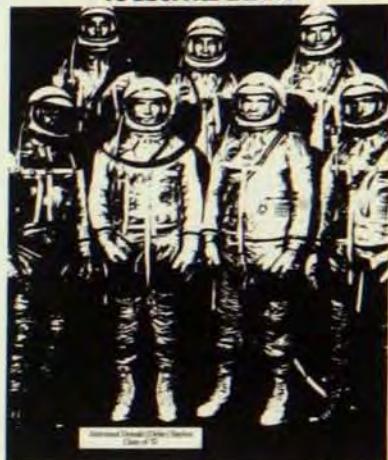
While many alumni volunteer contributions are made individually, major contributions arise from that much-maligned institution, the committee. For the past year a committee of Twin Cities communication professionals—most of them Minnesota alumni, a couple of them just good friends of the University—have worked to create an image-oriented advertising campaign for the Alumni Association that promises to pay dividends for the University on many fronts.

The ads illuminate the University's excellence and breadth of opportunity by spotlighting alumni and their achievements with humor and directness. The message of the ads is always clear: As a result of their education, Minnesota alumni have made important contributions to our world. Some are internationally known, others make their contributions more quietly.

This campaign, while supporting association goals of membership growth and alumni involvement, also speaks to prospective and current students (our future alumni), business and community leaders, donors, and legislators, all of whom have made major investments in the future of the University.

The committee's volunteer contribu-

## SOME OF OUR GRADUATES TURNED OUT TO BE SPACE CADETS.



THE UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

Successful, committed alumni are a measure of a university's worth and help ensure continued quality. That's the message of this advertising campaign being prepared by alumni association volunteers featuring astronaut Donald (Deke) Slayton.

tion will be highly visible in the near future, even if the individual committee members are not. Their names, for the record: chairman Steve Goldstein, Terry Bremer, Mike Murray, Kris Zimmermann, Elizabeth Petrangolo, Dave Mona, Jean LeVander King, Don Picard, and Jack Bolger.

None of these volunteer efforts is tax deductible, but all are major contributions to building a world-class University, one in which all Minnesotans can take pride.

Alumni are not just another constituency of the University—they are the University. As graduates they embody everything the University does; they are the end result of the education the University provides.

As *Money* suggests, alumni volunteer contributions are an excellent reflection of the quality of a college. Minnesota clearly deserves and receives alumni support beyond conventional measures. The only thing that remains is to tell all of those high school students and their parents who read *Money* magazine. And that's up to all of us.

What are we waiting for?



James Day has been the acting executive director of the Minnesota Alumni Association since September 1984.



Rob Levine

Dr. Frank Bencriscutto, or Dr. Ben as he is called by his friends, celebrates his 25th year of directing University bands this April.

## Minnesota's Music Man

Frank Bencriscutto started making music accidentally when he was about 10 years old, by fooling around on an old silver C-melody saxophone his older brother had found. Since then his instruments have become considerably larger — jazz groups, mass choruses, marching bands—and his talent at making music with them all has earned him interna-

tional acclaim.

This year, Bencriscutto—"Dr. Ben" for short—celebrates his 25th year of directing University bands. His last name means "well raised" in Italian, he says, and the spirit he draws out of a band often raises listeners to their feet.

When he came to the University in August 1960, Bencriscutto basically started from scratch. The former band director and all the graduate students had

left before he arrived. "There was no one even to tell me where the files for the school songs were," he says.

One of the first things he did was rewrite all the musical arrangements. It was a logical place for him to begin because his doctorate was in composition from Eastman School of Music. "I had no experience in directing bands," says Bencriscutto. "But I did have background in music literature, history, chorus, orchestra, and composition. And that's what the school was looking for in a director."

That diversity of background led to breaking old traditions and starting new ones, including changing the music to *Hail Minnesota*. "The original *Hail Minnesota* was written in the early 1900s," he says. "And it was written in the barbershop style of sound. I didn't feel that was appropriate for a school song so I changed the harmony, added an opening fanfare, and wrote a dramatic close. This arrangement also lent itself to a larger group."

He reharmonized and rescored all the school songs, but the band still plays both old and new versions for variety.

Another tradition Bencriscutto broke and remade was that of playing music



during halftime at football games.

"It was the 1961 Rose Bowl," he says, "and our marching band was playing. We did a medley of *The Sound of Music* that lasted for about two minutes." That was unheard of. Traditionally, bands went out onto the field and marched into formations of moons or letters and played a simple theme so the audience would get the idea of what they were doing.

"I got calls from directors all over the nation who were so glad we did that," he says. Soon, other schools started following suit.

Bencriscutto has written original works as well. He composed a symphonic jazz suite commissioned by the Minnesota Orchestra and premiered in 1971; he also composed a trumpet concerto for "Doc" Severinson. His composition for chorus and band, entitled "Sing a New Song," won the Neil A. Kjos Memorial Award in 1977 for the most significant contribution to band literature. And he recently published *Total Musicianship*, a book for music study.

Bencriscutto counts among his accomplishments two international tours with the concert band. In 1969 he led the band on a seven-week tour of the Soviet Union, and in 1980 he toured the People's Republic of China with the band. As a result of the Soviet tour, Russian composer Dmitry Shostakovich invited Bencriscutto to attend, as an honored guest of the Soviet government, the 1970 International Tchaikovsky piano competition in Moscow.

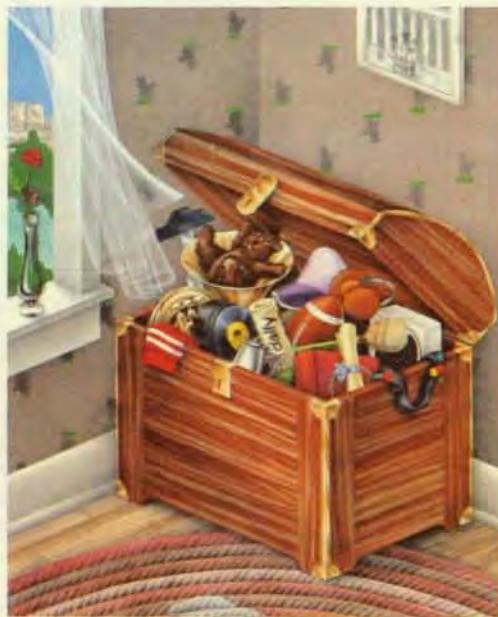
Another tour is in the offing. The University Dixieland Jazz Patrol, under Bencriscutto's direction, competed against jazz groups from more than 100 colleges and universities across the country and recently won the 1985 Southern Comfort Collegiate Dixieland Jazz Competition, entitling the band to a national concert tour, all expenses paid. In addition, each of the band's members—Bob Parsons, piano; Bruce Thornton, clarinet; Dean Sorenson, trombone; Charles Caranicas, trumpet; Bill Shouinard, bass; and Andy Heglund, percussion—will receive a \$1,000 individual scholarship, and the

University concert band and jazz ensemble program will also receive \$1,000. The competition finals took place in Dallas, Texas, during the National Association of Jazz Educators' national conference.

Winning this competition is only the start of a big year for Bencriscutto. In April, the band department will celebrate his 25 years with the department by hosting two concerts. The first, April 27, will feature the University's jazz band and the big dance band, which will play for a dinner and dance at the Prom Ballroom in St. Paul. April 28 the concert band will perform in Northrop Auditorium a

program featuring alumni composers, conductors, and soloists. "For the finale I am going to invite all band alumni who brought instruments to come up on stage and play the final number," Bencriscutto says. "I want to find as many band alumni as I can, I want to fill up the stage, 500 if possible. I think that will be the finest moment of my career."

Alumni interested in participating in this 25th-anniversary concert should write to the University of Minnesota Band (Room 14, Northrop Auditorium, Minneapolis, MN 55455) for information on the concerts.



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Bencriscutto is hoping that 500 or more band alumni will join him on stage for an anniversary celebration performance.



Appearing at the Bologna (Italy) Children's Book Fair will be *The Mighty Warrior*, by Berta and Elmer Hader, Macmillan, 1943.

## Kerlan's Children's Books Make Italian Debut

An American sampler of children's books from the University's Kerlan Collection will be among the star attractions at the Bologna (Italy) Children's Book Fair this month. The exhibition will compete for the attention of the more than 1,000 exhibitors, publishers, authors, illustrators, and children's literature devotees attending the world showcase event for children's book publishing.

The theme for the fair reflects the United Nations' "International Youth Year," and the Kerlan exhibit will present children's books carrying out that theme. Forty manuscripts and illustrations are included, among them Carol Ryrie Brink's *Caddie Woodlawn* (Macmillan), Katherine Paterson's *The Master Puppe-*

*teer* (Crowell), Tomie dePaola's *Clown of God* (Harcourt Brace Jovanovich), Margot Zemach's *Small Boy Is Listening* (Houghton Mifflin), and Glen Rounds' *Blind Outlaw* (Holiday House).

The Kerlan collection was begun by Dr. Irvin Kerlan (1912-1963), who enrolled at the University of Minnesota at the age of 14 and received his medical degree from the University in 1934. The St. Cloud native began collecting first editions of children's books, original manuscripts, letters to publishers, book layouts, and illustrations. Kerlan, who was the chief of medical research for the U.S Food and Drug Administration for many years, transferred control of the collection to the University in 1949.

Today the Kerlan collection contains over 28,000 volumes, dating from as early as 1717, many of them first

editions, and many foreign-language editions. The collection includes first editions of all books by winners of the John Newberry Medal (for the author of the most distinguished contributions to American literature for children) and the Randolph Caldecott Medal (for the artist of the most distinguished children's book), as well as hundreds of current editions of children's books selected by curator Karen Hoyle each year.



Also bound for Italy are *Crow Boy*, by Taro Yashima, Viking, 1955, above; *Blind Outlaw*, by Glen Rounds, Holiday House, 1980, right; and *And I Won't Be Afraid*, by Joan Hanson of Alton, Minn., Carolrhoda Books, 1974, below.

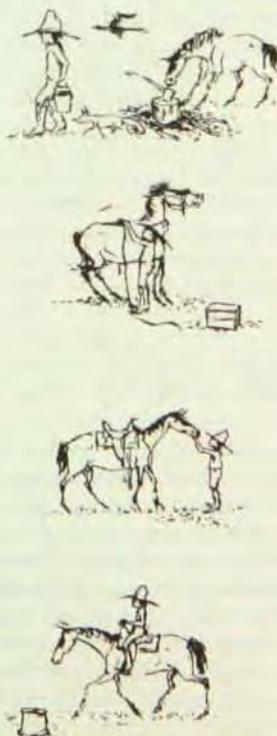


Illustrators and authors have been generous in donating their works to the Kerlan collection. Illustrator Tomie dePaola, whose drawings sell for over \$1,000, has donated much of his original work to the Kerlan collection, as have other illustrators, such as Maurice Sendak.

Some of the other top names in children's literature represented in the Kerlan collection are: illustrator Randolph Caldecott, illustrator and painter Gustaf Tenggren (who worked on *Snow White* and *Fantasia* for Walt Disney Productions), authors Judy Blume, Beverly Bunn Cleary, Walter de la Mare, and New Ulm artist and author Wanda Gag.

Judith A. Brooks, president of the Kerlan Society, the support and fund-raising arm of the Kerlan Collection, and Diane Skomars Magrath were invited to submit a proposal for the 1985 fair exhibit. Individuals, corporations, businesses, and foundations have pledged funds to support the exhibit, which is sponsored by the University Libraries, the University Foundation, and the Kerlan Society.

A fully illustrated catalog has been prepared for the exhibit, and a future U.S. tour is being planned. Moira Harris, a doctoral candidate in art history who holds an M.A. in museology from the University, is the guest curator.



## University Asks for 1985-87 Increase of \$184.7 Million

The University of Minnesota Board of Regents has asked the Minnesota Legislature to appropriate \$795 million for the 1985-87 biennium. That figure represents a funding increase of \$184,793,600 over the previous biennium and compares to an increase of \$116 million proposed by Gov. Rudy Perpich.

Of the nearly \$185 million increase the University is requesting, \$100,395,800 is allocated to fund fixed costs such as debt service, fuel, and operation of new space, as well as inflation adjustments for salaries, supplies, expenses, and equipment; \$112,632,900 is allocated for program improvements. (The University anticipates receiving \$28,235,000 in tuition and other income, bringing the total increase to the \$185 million figure.)

Appearing before more than 100 alumni leaders at the annual Legislative Information Program, Interim President Kenneth Keller said that the "University could not be all things to all people." Its mission, he said, is to be an international research university, to be a land-grant institution serving the needs of the people of the state, and to be a metropolitan university serving and participating in the metropolitan community.

To carry out those missions, said Keller, top spending priorities are increasing faculty salaries by 7 percent in each year of the biennium, strengthening graduate and research programs, establishing endowed chairs, and providing tuition adjustments.

The University, said Keller, wants to hold tuition increases to 5.5 percent a year for the biennium. In 1984 the legislature passed a law requiring students to contribute equally to the cost of their educations, which means that University students now pay approximately 33 percent of their instructional costs. That, said Keller, is posing hardships for students. Because of the high costs of educating students in some fields, students from the less-expensive fields are subsidizing them.

The University is proposing, said Keller, that the Permanent Endowment Fund of \$56 million be used to establish endowed chairs. Matching funds would be sought from the public. Endowed chairs are awarded to outstanding faculty and are monies above and beyond their salaries.

The largest item in capital requests is \$45 million for a new electrical engineering/computer science building to be built on the East Bank behind Lind Hall.

Keller said the University will also be requesting funds for an intensive program to help farm families. The request will be made separately from the other budgetary requests.

Gov. Perpich's budget plans call for giving the University more flexibility in spending its money. This year the governor's budget has folded special requests that are normally separately dealt with by the legislature into the general appropriation or has grouped them into broad categories. Perpich asked University officials to make a dramatic statement about the University's strategy and to more sharply focus its plans.

Legislative action on the University's request is expected after hearings are completed some time in May.

## Big 10 Study Ranks U Spending Low

Appearing at the association's Legislative Information Program, Interim President Kenneth Keller cited a study of spending by Big Ten public universities that ranked the Twin Cities campus low in spending per student, in support services per ranked faculty, and for instructional equipment. Proposed budget increases are necessary, said Keller, to improve and strengthen programs, if the University is to meet its mission.

According to the study, Minnesota ranked fifth out of eight in total expenditures per full-year-equivalent (FYE) student—Minnesota's most favorable ranking. More than half of all expenditures in this category are faculty salaries, an area in which University spending is near the Big Ten average.

Minnesota ranked seventh out of eight in support services per ranked faculty, spending \$7,651 per ranked-faculty member, compared to \$18,368 spent by the top school in the Big Ten. Support services includes money spent for secretaries, teaching assistants, office supplies, and other departmental expenses.

In expenditures for instructional equipment per FYE student, the University ranked seventh out of seven, spending \$11.76 per FYE student. The school that ranked second-lowest spent three times as much.

The study, compiled by the Association of American Universities from data exchanged by eight Big Ten schools (Ohio State University chose not to participate; Northwestern is a private school), also compared department expenditures for eight clusters of disciplines: agricultural sciences, health sciences, life sciences, letters, social sciences, physical sciences, engineering, and computer sciences. Minnesota's spending rank per discipline in each of the three categories is as follows:

Dollars per FYE student: agricultural sciences, second; health sciences, sixth; life sciences, third; letters, sixth; social sciences, fifth; physical sciences, eighth; engineering, seventh; and computer sciences, eighth.

Support expenditures per ranked faculty member: agriculture, second; health sciences, sixth; life sciences, fifth; letters, sixth; social sciences, seventh; physical sciences, seventh; engineering, sixth; and computer science, seventh.

Equipment expenditure per FYE student: agriculture, fifth; health sciences, fifth; life sciences, sixth; letters, sixth; social sciences, third; physical sciences, seventh; engineering, sixth; and computer science, seventh.

The study was possible because public universities in the Big Ten have agreed to common definitions on a wide variety of measures and have been exchanging data with each other for the past decade. Universities participating in the data exchange agreed that each school is free to make public its own information but will not identify the schools with which it is compared. All information in the study is from fiscal year 1983, the 1982-83 school year.

## Keller Plan Calls for Quality not Quantity

In response to Gov. Rudy Perpich's request that the University sharply define its goals, Interim President Kenneth Keller presented a bold strategic plan for the University's future to the Board of Regents February 8.

Based on the University's identity as an international research university, a land-grant institution, and a metropolitan university, the plan calls for sweeping changes, designed to make the University one of the top five public universities in the country. It includes improving the

quality of the best programs and those that enhance the University's mission; balancing the number of graduates, undergraduates, and professional education students; and balancing teaching, research, and service activities.

The Keller proposal would allow undergraduate enrollment to decrease as the size of high school graduation classes diminishes, improving the ratio of graduate students to undergraduates, which is essential to a research university. It calls for improving financial support for graduate students to maintain their current numbers, and recruiting high-ability undergraduates.

Implementing the proposed changes, said Keller, will require modifying the current state approach to University funding. Under the current average-cost funding formula, the University's appropriation is reduced as the number of students decreases, which, if Keller's proposals were adopted, would lead to less funds to improve program quality. The legislature's current rule, requiring students to pay 33 percent of their costs, would, under the proposed plan, severely hurt graduate students, said Keller.

Keller's proposal called for the following changes:

### Undergraduate Education

Eliminate the two-year-degree programs in all colleges and at all campuses except Crookston and Waseca so that the undergraduate focus of the University is on four-year baccalaureate programs. Eliminate degree and certificate programs from General College, and relocate the Student Affairs Learning Centers to that college. Eliminate the University Without Walls Program because similar programs are offered at Metropolitan State University. Unify and increase entrance standards, not in terms of higher grade point averages but in terms of minimum course preparation, across all undergraduate colleges on the Twin Cities campus (except General College), and on the Duluth and Morris campuses. Coordinate lower division education across Twin Cities units.

### Professional Education

Reduce undergraduate class size in the School of Management and the School of Nursing. Reduce undergraduate class size in the College of Education and refocus the curriculum on special programs in mathematics, science, languages, special education, and vocational-technical education. Maintain undergraduate engi-

neering enrollment in the Institute of Technology, and develop undergraduate engineering programs at Duluth and in the state university system. Consider reducing class sizes in the doctor of veterinary medicine program and in other professional schools such as law, pharmacy, and medical residency programs; reevaluate the size and scope of the medical residency program.

### Coordinate Campuses

Concentrate two-year agricultural education on the Crookston and Waseca campuses, transferring it from the other state systems in which it is now offered. Phase out non-agricultural programs and activities at those two campuses. Incorporate both campuses into the Institute of Agriculture, Forestry, and Home Economics. Recommend that the Duluth campus function as the land-grant university serving the northeast region of the state and that it narrow its undergraduate focus in ways proposed for the University. Recommend that Morris remain in the University system and retain and enhance its commitment to a liberal arts curriculum.

### Continuing Education (CEE)

Increase access to specialized and unique programs, particularly at the graduate level. Increase use of University experts in agricultural extension by expanding efforts into the state's metropolitan communities and by integrating the Crookston and Waseca faculty in extension activities. Finance continuing education and extension programs on a budget basis rather than on an income basis to modify its offerings. Consider setting admission standards for credit offerings in CEE. Exploit new technologies for instructional delivery. Ensure that various state systems do not offer competing CEE programs.

## IN BRIEF

The University has taken another step into the arena of ethics, establishing the Center for Biomedical Ethics. Experts in medicine, philosophy, sociology, and law will come together to discuss issues such as rights of the terminally ill, rationing medical resources, care of newborns with multiple handicaps, and rights of elderly patients, as well as other issues that practitioners face every day. The University received \$300,000 from the Northwest

Area Foundation to establish the center. A full-time director is expected to be named by April 1. Policy will be set by a committee of deans from the schools of medicine, nursing, dentistry, public health, and law, the College of Liberal Arts, and the Hubert H. Humphrey Institute of Public Affairs.

Five University faculty have been awarded Fulbright scholarships for overseas study during 1984-85. They are: Cesear Farah, history professor, who will go to Turkey; March Krotee, associate professor of physical education, Kenya; Wayne Welch, professor of educational psychology, New Zealand; John Winckler, physics professor, France; Thomas J. Wegren, associate professor of piano, University of Minnesota-Duluth, Korea. In addition, Stephen Wilbers, director of student academic support services for the College of Liberal Arts, was one of three higher-education administrators nationally to be named a Fulbright fellow. Wilbers will be based at the University of Essex in Colchester, England.

The University Board of Regents has approved the formation of a consortium to operate a helicopter ambulance service for University Hospitals, St. Paul-Ramsey Medical Center, and Abbott-Northwestern Hospital. Service is scheduled to begin in May. Each hospital will have its own helicopter landing pad.

The field of 309 University presidential candidates was narrowed to around 25 in January. Because the Data Practices Act requires that candidates' names be kept confidential until virtually the last stage of the search, the names have not been made public. It is known that of the original 309 names submitted to the 14-member presidential search advisory committee, 284 were nominated by others and 25 applied for the position. Of the total, 266 are men; 232 have education backgrounds (110 hold top posts such as president, vice president, or chancellor at public education institutions; 68 are provosts, deans, faculty members, and the like); 38 come from government and public agencies; 27 from private corporations or foundations; and 6 are self-employed. The Data Practices Act mandates that finalists' names be made public.

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# FILLING UNIVERSITY HOSPITALS IN THE YEAR 2000

By David Rubenstein

**With a new marketing director and program, University Hospitals charts its future in the toughest health-care market in the United States**

Dr. John LaBree, assistant vice president for health sciences and professor of medicine, is explaining University Hospitals' outreach program. He reaches for a knee-deep stack of computer paper on the floor.

"We set up systems to *track*," he says, taking hold of the top sheet and unfolding the printout.

"Here, for example, is the last quarter of 1983-84. I can look at Aitkin County and see how many patients were referred, and from which physicians. And if the number of patients is down, I can ask those physicians, 'What aren't we doing? Why aren't you sending us patients?'

"We have recognized the competitive nature of health care," Dr. LaBree says. "We have to maintain our educational and consultative

services to keep up our share of the market."

This is a scene from the new era in the world of health care. The old era, by most accounts, ended with a whimper sometime in the late 1970s or early '80s.

By then, hospital use had dropped and was continuing to drop, and the public had finally decided that the cost of health care could go no higher. Fundamental changes were taking place in the way health care was defined, financed, and delivered. Patients had become "health-care consumers"; hospitals had become "providers"—and they weren't the only providers in the marketplace. An industry that for years had been run almost as a public utility looked around and found itself in a competitive jungle.

University Hospitals (officially known as University of Minnesota Hospitals and Clinics), although special in some respects because it is a teaching and research center as well as a patient-care center, has had to come to terms with these changes—at the same time that it is going through its biggest physical change in decades. The new Unit J, under construction and expected to be ready for occupancy in 1986, will be an entirely new hospital. It will have more than 400 beds and facilities to house many of the intensive care and specialized services—including most of the "technology-intensive"

services—now located in Mayo Memorial Building adjacent to the new site. For the rest of the decade and beyond, the stakes will be higher and the competition stiffer than they have ever been for University Hospitals.

In late 1984, with the \$125 million addition nearing construction, and facing increasing competition in the densest and toughest health-care market in the country, the University hired Geoffrey Kaufmann to fill the newly created position of senior associate director for strategic planning and marketing.

Kaufmann says that for a long time it was believed that University Hospitals was immune from changes taking place in health care. "But we are part of a competitive marketplace, and we are going to have to start acting and reacting as if we are," he says.

University Hospitals is one of 28 hospitals in the Twin Cities metropolitan area. But what makes it unique is its relationship to the non-metropolitan population, "historically our bread and butter," as one administrator puts it.

Roughly 25 percent of non-Twin Cities residents who are admitted to a Twin Cities hospital come to University Hospitals. No other Twin Cities hospital comes close to that figure. That fact tends to be both cause and effect of University Hospitals' emphasis on highly specialized medical services. These services include organ transplants, cancer treatment, and neonatal intensive care—the "high acuity" services for which the University Hospitals is most well known.

But another major fact about hospital admissions is that most of them tend to be routine. The most common reason for a person to enter a hospital is to have a baby.

Over the next year or so, Kaufmann will be overseeing a process that will take into account these disparate facts, among many others. Data will be gathered, discussions held, and eventually decisions made about which "products" University Hospitals should emphasize and which it should de-emphasize, or discontinue.

Put briefly, Kaufmann sees his job as "guaranteeing future patient volume, in a shrinking market."

Developing hospital marketing strategies in a shrinking market is complicated by the fact that the public is only one of three major market categories for a hospital. The other two are physicians and health-care "brokers." Physicians provide referrals. The brokers—which include

insurance companies, health maintenance organizations (HMOs), and some large corporations that have their own health plans—provide contracts.

University Hospitals' marketing to physicians is done almost entirely through professional contacts, largely through outreach programs to hospitals, clinics, and group practices throughout the state.

Some of this happens through the University's well-established continuing education program. University Hospitals is the major source for continuing education programs for physicians and other medical institutions throughout Minnesota. Many hospitals around the state host annual programs, and they may use the University to provide them with speakers. Sometimes the University conducts a whole program; other times it will just send a speaker to a noon luncheon.

As the major teaching hospital in Minnesota, University Hospitals appropriated this outreach



Rob Levine

Unit J, scheduled to open in 1986, will be the acute-care facility in the health sciences complex and will house most of the intensive-care services now located in Mayo.

function as a matter of course, long before anyone recognized the need to market hospitals. As things evolved, continuing education programs turned out to be an important contact point between University Hospitals and physicians who are likely to refer patients there. The programs have become marketing and market

research tools, as well as education programs.

Even more important to the marketing program are outreach programs in which physicians from University Hospitals make regular visits to patients in dozens of hospitals and clinics all over the state. This program also existed long before any perceived need for marketing, but because of marketing pressure it is now being more aggressively pursued. "We have physicians in four departments who go to Bemidji, for example, to see patients on a regular basis," says Dr. LaBree, who directs the outreach program.

Outstate facilities serve as collection points for patients who need services their local physicians cannot provide. Kaufmann considers these visits to be an essential component of marketing and strategic planning and a kind of mutual arrangement. "If those patients need hospitalization for certain problems not treatable locally," says Kaufmann, "they end up coming

**"I don't think you will find, nationally or internationally, as renowned a group of specialists and subspecialists as you will find here."**

to the University. But at the same time, [a visit from a University Hospitals physician] holds down their costs out there, because they don't have to support, for example, a pediatric cardiologist or a neonatal intensive-care-unit specialist."

These same visits, says Kaufman, can provide an opportunity for market research. "We might sit down with a group of physicians and say, 'What services are you interested in that you don't have coverage for now?' Particularly we wonder about the subspecialty areas, such as cardiology, urology, specialty pediatrics."

Today it would be hard to overstate the intensity of competition at all levels of the health-care industry. But having come into the new era with an elaborate network of statewide connections and the ability to provide itself with more of them, University Hospitals would

appear to have the advantage in the outstate market for physician referrals.

On the door of Dr. LaBree's office is a standard gas-station-issue highway map of Minnesota. At about 20 different spots on it, a red circle has been drawn. Each represents the location of a member of the Outstate Physicians Advisory Council—another means for keeping in touch with the needs of medical facilities throughout the state.

Reflecting on the outreach program, Dr. LaBree says, "We don't go out and ask them for



Facing competition from 27 area hospitals, University Hospitals' Geoffrey Kaufmann, senior associate director for strategic planning and marketing, sees his job as "guaranteeing future patient volume in a shrinking market."

something. We don't go say, 'We're the teaching hospital. We're the motherhouse. We train all the physicians in the state. So take care of us.' That cuts very little ice. *They want something back.*'

They get services back, of course, but there may be other advantages for outstate clinics and physicians who work with the University. Marketing is a consideration for them, too. Dr. LaBree recalls that when a program began in Virginia, Minn., an article appeared there saying the clinic had become associated with the University. "That's very much to their advantage," Dr. LaBree says. "There's a quid pro quo."

## UNIT J: BLUEPRINT OF THE FUTURE

The newest University Hospitals building, called Unit J until a better name is chosen, is expected to be ready for occupancy in March 1986. The shell is now complete. It's a handsome eight-story building with a glass and brick exterior. The irregular roof line is likely to include a helicopter landing pad on one of its tiers.

Unit J is a scaled-down version of an earlier and more expensive design that was the subject of some controversy. The first design was estimated at \$180 million. Unit J was estimated at \$125 million, and appears to be coming in more than \$10 million below that estimate.

The design calls for 432 beds, somewhat less than the adjacent Mayo Memorial Building has. (Some of Mayo will remain in use as hospital space when the new building opens.) Unit J also will include almost all the intensive-care services now located in Mayo and will be the acute-care facility in the University health sciences complex. It is constructed on the former site of Powell Hall and skirted by the Masonic Cancer Center, Paul Dwan Cardiovascular Research Center, and the Variety Club Heart Hospital, all of which are part of University of Minnesota Hospitals and Clinics, directed by C. Edward Schwartz.

Services located in Unit J will include cardiology, neonatal intensive care, neurosurgery, bone marrow transplants, organ transplants, medicine, surgery, and pediatrics. There will be 18 separate operating rooms and all of the procedure rooms for imaging techniques, which include ultrasound, CAT scan, and a new technology called magnetic resonance imaging. Using a piece of equipment that weighs 45 tons, this procedure produces an excellent image of both hard and soft tissue, in three dimensions, without the dangers associated with X-rays.

The therapeutic radiology department is already operating on the ground floor of Unit J. It houses three massive linear accelerators in a room that has concrete walls 7-feet thick. The room had to be structurally isolated from any supporting columns to minimize vibration. The accelerator can be pivoted and aimed with microscopic accuracy at malignant cancer cells deep inside a patient's body.

While providing space for new and sophisticated equipment, Unit J will also relieve long-

standing problems associated with the old facilities. The Mayo building has become well known for its hallways, often crowded with patients or professors holding class. Less well known are logistical problems inherent in its layout, and problems, in some cases code violations, in its mechanical and electrical systems.

Unit J is being built during a time of rapid and not easily predictable changes in health care. It is also a time of intense concern about cutting costs, and these two factors are reflected in some elements of its design.

According to John Waugh, one of Unit J's architects, the large triangular forms that dominate the upper stories are actually an efficient and cost-effective way to enclose space for



Bob Levine

Over \$10 million under budget, Unit J will alleviate space problems, add new resources, and has been designed to accommodate expansion and changes in technology.

patient rooms, given that such space must be open to daylight. A nice by-product for patients will be a pleasant view of the Mississippi River a few hundred yards to the south.

Care was taken to build a good deal of flexibility into the structure. There is 18 to 20 feet between floors, instead of the usual 14 to 15 feet. The extra space means that major refitting to accommodate high-technology equipment and mechanical ducting will be possible within the basic structure. (Space between floors in Mayo is only about 12 feet, barely enough room for air conditioning ducts.) The building was also designed so that additions could be made both vertically and horizontally.

Unit J is part of the University's health sciences division, headed by Vice President Neal Vanselow. This division includes the School of Dentistry, the Medical School, Mortuary Sciences, the School of Nursing, the College of Pharmacy, the School of Public Health, and University of Minnesota Hospitals and Clinics, plus numerous supporting public education, information, and service programs.

But in other respects University Hospitals finds itself at a competitive disadvantage. An institution with three mandates — teaching, research, and patient care — it must compete with institutions that have only one: patient care. It is true that, as a teaching and research center, University Hospitals has access to funding sources that the others do not, but University officials say that these sources do not come close to covering the added costs of research and teaching. State aid, for example, amounts to only 6 percent of University Hospitals' revenue. An additional small amount comes from grants and donations. Most of the rest comes from patient care, costs that brokers do not want to pay.

The problem is complicated by the fact that it is very difficult to separate the expenses of teaching and research from the expense of patient care.

Ron Werft, associate director of University Hospitals, explains: "Every other year we do an education cost study. It's our best shot at finding out what those costs are. We ask every department head in the hospital to define, by employee class, how many hours are spent training medical students, nursing students, pharmacy



University Hospitals' outreach program, directed by Dr. John LaBree, has proven to be a valuable marketing tool, keeping the hospital in touch with the state medical community.

that has yet to be addressed and one that, if changed or altered, will directly affect University Hospitals and its future marketing plans.

Another competitive problem University Hospitals faces concerns how brokers reimburse providers. The problem centers around the concept of diagnostic-related groups, or DRGs, brought into the Medicare system by federal legislation in 1983. DRGs come into play only for patients covered by Medicare, the federal insurance program for the elderly; but Medicare involves a substantial proportion of hospital patients. The University gets about one-fifth of its patient-care revenues through Medicare payments.

The DRG system works like this: Every malady for which people can possibly receive medical care is listed in one of 468 categories, or diagnostic-related groups. For each DRG, Medicare determines the amount it will pay a provider to treat any malady in that group.

The DRG system has fundamentally changed the way hospitals operate. Gregory Hart, director of operations at University Hospitals, puts it succinctly:

"In the old world, if you kept the patient in the hospital 10 days, they'd pay you for 10 days, room and board, and if you did 15 X-rays, they'd pay you for 15 X-rays, and if you

**"H**ere is the money you get. You can spend it on X-rays . . . lab tests . . . or room and board. But that's all we're going to pay you."

students. And then we multiply those hours by their average salary per hour and come up with some bottom line on the cost of education. But it's rough at best.

"For example, when a surgeon is in the operating room performing a surgical procedure, and at the same time is teaching medical students that procedure, and afterwards is writing up the results in a research report, it's very difficult to know whether that should be called patient care, education, or research time."

The whole question of how medical education and research should be financed is a major national public policy issue, says Werft, one

did 17 laboratory tests, they'd pay you for 17 laboratory tests. They might argue about the appropriate cost of those tests, but they would pay them.

"Now what they are saying is: 'Here is the money you get. You can spend it on X-rays, you can spend it on lab tests, you can spend it on room and board. That's your problem. But that's all we're going to pay you.'

The potential problem for University Hospitals is a problem that comes with any flat-rate system. Says Werft, "The diagnostic categories currently used for reimbursement are not refined enough to allow for the differences between the gallbladder patient who comes to the University, for example, and the typical gallbladder patient who goes to, say, Eitel Hospital, or another hospital. We get the same amount of money, even though there are oftentimes complications. Many times these patients have already been treated for the same thing at other institutions, and they are winding up at the University because they are more difficult to handle, have longer lengths of recovery, and higher costs associated with treatment."

Werft says that the Twin Cities Council of Community Hospitals has proposed a solution to this problem: a system whereby the reimbursement mechanism would recognize what it calls "severity indexing." But until such indexing is instituted, University Hospitals is liable to be at a disadvantage under some DRGs.

Medicare's DRGs are really only a special case of prospective payment, the generic term for a medical flat-rate system. HMOs are expected to push their own versions of prospective payment. Overall, University Hospitals administrators seem ready to welcome the system, despite the fact that for certain diagnoses it will constitute a problem.

The solution to price/cost problems is to specialize, says Kaufmann. Contracts between third-party insurers and hospitals are not necessarily exclusive and across-the-board contracts.

Increasingly, contracts are being signed to cover specific kinds of diagnoses: when a third-party insurer has a liver transplant case or a kidney stone case, it will send the patient to one hospital; for trauma or burn, it might turn to another. So the strategy will be to specialize, cut costs, and then offer an attractive fixed figure to the HMO or the insurance company on certain particular diagnoses.

Overall, University Hospitals has made

considerable progress in cutting costs. "Many people don't know it yet," says Kaufmann, "but for a third of our diagnoses, our charges are less than the community average. And for another third, we are less than 5 percent above the community average."



Rob Levine

Radiation therapy technician Wanda Bingea prepares a patient for radiation therapy, a service located on the ground floor of Unit J along with sophisticated imaging equipment.

Despite some success at general cost-cutting, University Hospitals, in the future, will likely be pressured to depend even more on its tertiary or intensive care services and certain subspecialties, such as transplants and specialty pediatrics, for revenue. But there are contraindications, especially if you consider University Hospitals' mission as a teaching, research, and patient-care center.

"The question," says Werft, "is whether or not it's appropriate from an educational perspec-

# **“We don’t go say, ‘We’re the teaching hospital. We train all the physicians in the state. So take care of us.’ That cuts very little ice.”**

important factor contributing to University Hospitals' marketability is the expertise that it attracts. "I don't think you will find, across the board, nationally or internationally, as renowned a group of specialists and subspecialists as you will find here. And I think that team approach is something you don't often find. It's because this is a teaching institution that you have that variety of opinions about patients' conditions."

It is clear that being a teaching institution is a double-edged sword. It costs extra money, but it is a marketing plus. The challenge implied here is to preserve some of the practices unique to teaching hospitals—like group consultations and perhaps extra tests—and still cut costs.

Kaufmann believes that recent media criticism of HMO care has accelerated negotiations between University Hospitals and some HMOs. "It gave it another little kick. Because the perception of the University is high quality, absolute high quality. There's just no question about that. And many of these third-party payers that have a potential image problem want to identify themselves with a high-quality provider."

There is some talk of bypassing the brokers altogether. Now, Kaufmann says, businesses are pretty much at the mercy of the third parties that "for whatever reasons, need to keep raising premiums." Businesses are getting tired of that, he says.

tive to use just the sickest and most complicated cases to train medical students. You get an argument from some of the departments that are more primary-care oriented, such as family practice, which really needs a more average representation of the community to teach their medical students. We've been trying, and continue to try, to cover both fronts."

But in all fields, says Kaufmann, the most

"They are forming coalitions to put pressure on the third parties. I think it's going to come full circle, to where businesses realize that the insurance companies are doing quite well, thank you, on their premium dollar. So they will say, 'Let's cut out the middleman, cut out whatever profit they are making, and negotiate directly, and have a shared savings between the provider and ourselves.'"

Says Kaufmann, "In the broadest sense, we are right now determining what businesses we are going to be in and what businesses we are not going to be in. It's like zero-based budgeting. We go back to square one and we say: 'Here is everything we are offering now. Let's assess it.' Through market research, we are saying, 'Okay, physicians and community, what services do you want? How can we best serve you?' So it's a market-driven response, rather than an internally driven response."

The conflicting claims of teaching, research, and patient care—or indeed the question of whether these claims do conflict—have yet to be fully resolved. But it is clear that University Hospitals, like all health-care institutions, will have to evolve sharply to meet changing market



A Beechcraft King Air is used as an air ambulance to transport patients to University Hospitals. A landing pad for a new helicopter transport is expected to be added to Unit J.

conditions. Deciding the direction of that evolution will be a complex process, likely to continue for a long time, and it will involve questions that are financial and political, legal and moral. And it inevitably involves the public as well as professionals.

*David Rubenstein is a free-lance writer.*



Dean Keith McFarland

Keith McFarland has been acquainted with home economics almost as long as he has been acquainted with the University itself.

As an agriculture freshman in 1938, McFarland, now dean of the College of Home Economics, had a job delivering magazines to St. Paul campus faculty. "Within six weeks of arriving on the campus, I knew every professor on the staff, including those in home economics," says McFarland.

February marked the beginning of McFarland's 40th year on campus—a tenure that, excluding his undergraduate days, has all been spent in administration. Obviously, the College of Home Economics has changed much since the 1930s, and according to McFarland, many of the changes have taken place since he became dean in 1970.

"Since 1970 we have moved from a strong

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# THE CHANGE MASTER

**Dean Keith McFarland  
guides the College  
of Home Economics  
into its next generation**

By Lynette Lamb

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emphasis on general home economics and home economics education to other specializations," says McFarland. In the 1959-60 school year, 56 percent of home economics graduates majored in home economics education. By the 1983-84 school year, this figure had dropped to 4 percent.

"As we have had a decline in interest in general home economics and home economics education," says McFarland, "we have seen a great upsurge in

general interest in such programs as interior design and applied design, dietetics, and retail merchandizing. Our college differs from other home economics colleges in its specialization and in the strength of its faculty."

The change toward specialization is a controversial one within home economics, but one that McFarland has wholeheartedly supported. Indeed, the college,

which has the fifth-largest undergraduate enrollment among colleges of home economics in the United States, has never sought accreditation from the American Home Economics Association because of that group's requirement that all students take a common core of home economics classes.

"We're a legitimate home economics institution, and we support general home economics and home economics education, but we wanted more flexible programs, programs that allowed for personal interests. Our students are impossible to characterize as a group," says McFarland.

Because of the way home economics has changed as a profession, and because of the old stereotypes attached to that very name, the college has been considering a name change for more than 10 years. Recently the faculty proposed the name College of Human Development, which is now under consideration by University Interim President Kenneth Keller. "We feel this is a rich title that implies growth in all the elements of the new environment—nutrition, housing, clothes, family life, relationships—which is what home economics is all about," says McFarland. "Everything seems nicely encompassed in the name."

McFarland's handling of the name change issue, clearly a sensitive one, is representative of the tone of

his entire career as dean, says Elwood Caldwell, head of the food science and nutrition department.

"He has reacted to people's opinions and gone slowly, doing his best to contact all constituencies concerned about this issue," Caldwell says.

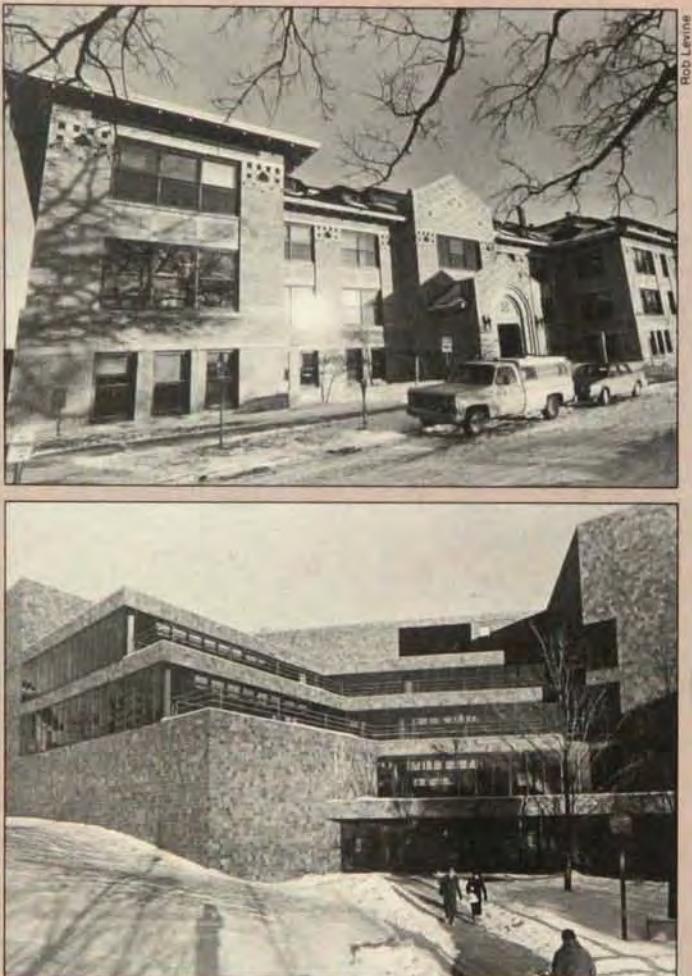
"In all his work, he has a combination of being able to deal with people in a low-key, warm, and human manner while still making quite definite decisions. He is careful, thoughtful, decisive, and informative."

As the field itself has changed, so too has the typical

entering student. "Twenty years ago we catered to the freshmen," says McFarland. "Today two-thirds of our students are transfer students, either from another university or from another college or school within this university."

Although the students changed in kind during the '60s and '70s, their numbers did not decline. While enrollment had increased in the 20 years before McFarland became dean, the number of faculty members had not increased commensurately, making teaching loads quite heavy. McFarland reduced those loads while increasing research support for faculty members. "There was a lot of activity around here in the early 1970s," he says.

To Caldwell, McFarland's appointment as dean was a stroke of genius. "He was an excellent and timely



In 1978 McNeal Hall and the Horticulture Building (built in 1899) were joined together by a new building. The McNeal Hall complex now houses Design, Housing, and Apparel, the Center for Youth Development, the Department of Family Social Science, and the college office.

choice for the College of Home Economics," says Caldwell. "He came to the college when it was very new and poised at a turning point in its development. It was crucial then to have creative, aggressive, knowledgeable, and politically astute leadership."

Despite McFarland's interest in education, becoming

dean of home economics was probably the furthest thing from his mind when in 1942 he switched his major from agriculture education to animal husbandry so he could graduate sooner and go to war. Only after the war, when McFarland was taking an educational history and philosophy course at the University of Edinburgh, did he discover how profound his interest in education really was.

"I was so interested in the content that when I got a letter from the University of Minnesota inviting me to come back and work in student personnel, I took it and chose educational psychology as a graduate program," he says. "Minnesota at that time was at the zenith of student personnel preparation."

After earning his master's degree, McFarland recognized that his talents and interests lay not so much in clinical work as in program administration, so he switched to education with a minor in sociology for his Ph.D work.

The University of Minnesota was growing rapidly in the postwar years, and education in Minnesota was changing just as fast. "It was an exciting time in the history of the University, and an exciting time to be in personnel work," says McFarland.

Minnesota, which in 1940 had one of the smallest percentages of rural high school-age males attending



**In 1959-60, 56 percent of the College of Home Economics graduates were in home economics education; by 1983-84 the figure was 4 percent, as students specialized in other areas such as design or retailing. Above, instructor Cherilyn Nelson advises students in a textiles and clothing lab.**

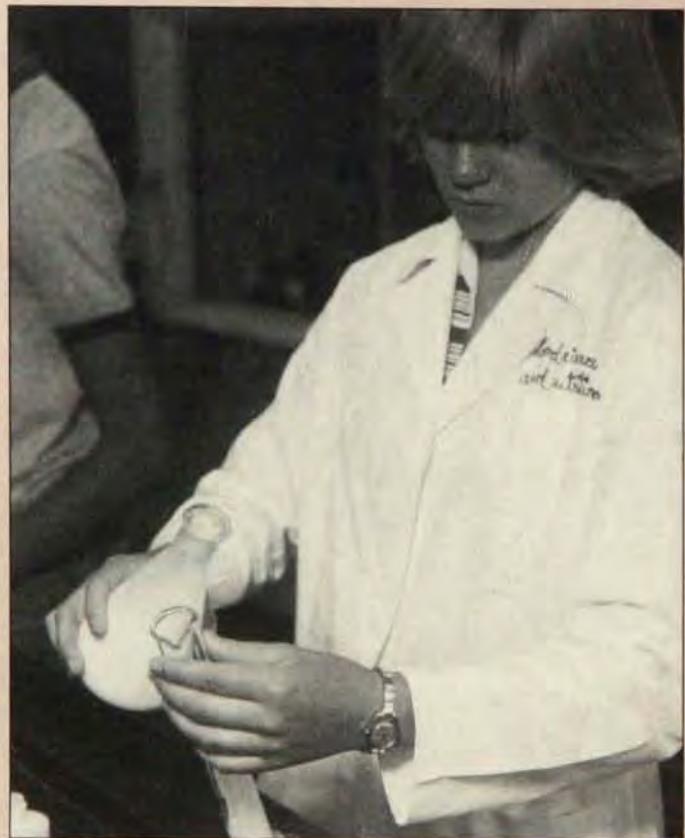
high school, was fertile ground for the efforts of a young student personnel worker who traveled the length and breadth of the state recruiting students for the agriculture, forestry, and home economics programs.

"If I had a nickel for every mile that I have driven in Minnesota," says McFarland, "I would retire tomorrow."

During the years between 1946 and 1970, McFarland worked in the Institute of Agriculture, Forestry, and Home Economics in various capacities—as assistant to the dean, assistant director of resident instruction, and finally, director of resident instruction. His work for the college during the mid-1960s attracted the attention of those looking for an acting dean of the College of Home Economics in 1970.

For three bienniums, McFarland had worked at the Minnesota Legislature with Stanley Wenberg, former vice president for state and federal relations, and, by McFarland's own account, "had gotten to know the legislative people pretty well." So, in the late '60s, when the University decided to establish an autonomous College of Home Economics and hoped to get a new building to boot, "they thought I might be helpful," says McFarland. He was named acting dean in 1970.

McNeal Hall, the building that was only a dream in the late 1960s, is a reality today, and a very impressive one. But McFarland, who was named dean in 1973, does not take much credit for getting it. "The faculty and alumni organized themselves to get a new building—I got marvelous help from them," he says. "And after a six-year period, we received \$8.6 million, which was a major appropriation at that time. We were pleased to get it."



Typically, Dean McFarland credits the faculty and alumni with much of the college's success. Speaking of the fiscal stress that has plagued every college of the University in the last five years, McFarland says, "The faculty has reacted splendidly—they are a good, generous, cooperative group."

He also credits faculty programs with restructuring the curriculum in the early 1970s. "They rebuilt the programs from the ground up."

Of the alumni society, he notes, "They have been of splendid assistance to us, joining in recruiting programs and sponsoring special events. They're a lively group."

McFarland is a popular dean as well as an effective one, says alumni relations assistant director Linda Jacobs. "He really cares about alumni, going to all their board meetings and events and seeking their opinions. He has an open door and takes the time to listen. The alumni think he's terrific."

"Even when my department hasn't come out on top [in budget requests], I have always respected his decisions," says Caldwell. "His relationship with department heads is one of the best I have ever seen."

Although McFarland is nearing retirement, he continues to struggle with the decision of when to step down. "This is a dynamic time to be in college administration and in the College of Home Economics, especially with the recent addition of social work to our college," he says. "I'm interested in seeing how that working relationship develops and how fiscal stress affects the school."

**Students have changed since McFarland's early association with the college. Twenty years ago, the college catered to freshmen; today two-thirds of the students are transfers from another college, school, or university. Above, a food-science and nutrition student works in a laboratory.**

focused my interests on campus," he says. "I am institutionally oriented. I appreciate what the University of Minnesota means to the people of Minnesota and have directed most of my attention to the campus."

Along with his extensive administrative duties, McFarland has served on a wide variety of campus committees, including one that wrote new guidelines for student personnel programs, several that chose new vice presidents and deans, and the external review committee for men's intercollegiate athletics, which recommended, among other things, that department's newly strengthened academic advising section.

"I feel a part of the structure of this great place," he says. "We all have our troubles, there are never enough resources, and there is always more to do than there is time available."

"But this is a marvelous service institution, and it's a joy to be a part of it."

---

Lynette Lamb is editor of Health Sciences magazine.

On the other hand, retirement looks pretty good to a man who loves to golf and play bridge and has "shelves of books to read and lots of traveling to do."

"Besides," says McFarland, "I have had a home on Lake Johanna for 34 years and haven't quite finished landscaping it yet."

Despite personal goals and pursuits, McFarland admits that the University of Minnesota has always been his main, and most compelling, interest. "I have really

# Beyond Physical Excellence



Rob Levine

For Linda Wells, life after professional softball was followed by 10 years of University experience that has included coaching three sports.

## In team sports, being tough and being sensitive aren't mutually exclusive, says women's softball coach Linda Wells

By Annette M. Larson

To Linda Wells, women's softball coach, sports are more than physical excellence. To her they also mean greater awareness of others.

"Sport has given me an insight on being sensitive to other people," she says. "Whether you admit it or not, you are affecting people with your contact with others. Working on a team, winning and losing—all mean more when players are sensitive to others."

Wells' philosophy comes from more than 10 years of coaching at the University, from her students, and from her own experiences.

Wells made the news recently with the

December 1984 settlement of a sex discrimination suit against the University. Her settlement of \$65,000 in back pay and compensatory pay was the largest so far under the Rajender consent decree.

Wells came to the University in 1972 as a graduate assistant in the physical education department and was named assistant women's basketball coach the same year. In 1974 she was promoted to head coach for softball, named head coach for volleyball and basketball, and taught physical education classes as well.

"I was in the right place at the right time," says Wells. "[Women's sports] was a wide open field, and I had a lot of comparable background."

After assuming leadership roles in three women's sports at the University, Wells started to make changes, encouraging upgrading of facilities and programs. "This department was weak and just starting to grow," she says. "I came in and said, 'You need to be doing this to have a good women's program.' I didn't even think of it as a political issue."

She came to the conclusion, however, that one of the reasons she wasn't being listened to was because she was a woman. And not only was she not being taken seriously, she says, but she was not being paid as much as men in similar jobs. "Minneapolis was a big city, and I never considered that I was being discriminated against. I never looked at what others were getting. It was only upon being here that I discovered that it was a societal issue."

As women's involvement in sports started to grow nationwide and the University began expanding its department, Wells gave up coaching basketball in 1977 and volleyball in 1981. In May 1981 she filed a sex discrimination suit, contending that from 1972 until then she had not been receiving a salary comparable to that of her male counterparts on the coaching and teaching staff.

Wells has been characterized as opinionated but says she wasn't fighting an emotional battle but rather an intellectual one. She saw the suit as something she was doing not only for herself but for

those who would come after her.

"Women in sports grew up different from men in sports," says Wells. "They grew up not depending on a future in professional sports."

Wells' own sports involvement goes back to her elementary school days. "I was always a tomboy type," she says. "My father even started a softball league for the 6-year-olds in our town."

She went to high school in Pacific, Mo., west of St. Louis, and played volleyball, basketball, and softball. She also played in amateur basketball and softball leagues in St. Louis.

In college at Southeast Missouri State University, Wells played volleyball and field hockey in the fall, basketball in the winter, and tennis and softball in the spring, and, according to her, was good at all of them.

After graduating from college, Wells played on professional softball teams in Chicago and St. Louis. When the league folded, it was a natural step to continue in sports.

Becoming a coach and teacher was never really a conscious decision, says Wells. "I grew up in the era where girls either became teachers or nurses. Professional sports were never an option."

That outlook, she says, makes a difference in how women's sports are played, too. By emphasizing sensitivity in coaching, people can be more aware of how they touch other people's lives.

"Sports are an avenue to overcome problems," Wells says. "I like to see my players be successful, graduate, and go out and touch others' lives. We owe one another the willingness to trade off."

Comparing strengths and weaknesses of the women's and men's athletics programs is something everyone can benefit from, says Wells. Separating emotional involvement from sport is something women have learned from men, but on the other hand, says Wells, men could learn an important lesson from women.

"Women's sports have always been tied to a strong academic base," she says, pointing out that she doesn't want students to graduate with no skills outside of sports. Wells gives some examples of academic excellence in her softball team: in the last two years five graduates have been engineering majors. One of Minnesota's draws, according to Wells, is its academic excellence. "They don't come here for the weather, that's for sure."



Wells consults with Gopher standout Barbara Drake, a sophomore who, as a freshman, was named to the National Collegiate Athletic Association second All-American team.

Most of this year's women's softball team are native Minnesotans, as were members of last year's team. Some of the outstanding players to watch, says Wells, are Judy Oliverius and Barbara Drake. Oliverius, a junior from Spring Lake Park, Minn., played in the American Softball Association nationals last summer and was on the second All-American team. Drake, a sophomore from St. Paul, was on the National Collegiate Athletic Association's second All-American team as a freshman.

"Last year our record was 30 wins, 19 losses. We were runners-up in the Big Ten, which put us in the top 20 in the nation," says Wells.

Unfortunately, the team has lost five players who graduated, including Barb Soberg, who played left field, was co-captain, and made only four errors in her entire University softball career, and pitcher Mary Lee Hanson, who won 14 games for the Gophers.

"We have shoes to fill this year, but having Drake and Oliverius will help," says Wells. New to the team is Kelly Darrow from Inver Grove Heights, Minn., who will take Soberg's place in left field. Wells expects Carla Cray, a sophomore from Cresco, Iowa, to fill Hanson's pitching spot.

"We'll be competitive, if we stay healthy, and we do have a shot at the Big Ten championship," she predicts.

This year is a big one for Wells, too. She was recently named assistant coach of the U.S. National Women's Softball Team. She will be traveling to Los

Angeles March 2 and then to Melbourne, Australia, March 4, to help coach the U.S. team in the South Pacific International Classic. Teams from China, Australia, New Zealand, the Philippines, and elsewhere will compete. No University of Minnesota students are on the national team, although Wells says Oliverius and Drake were close to being selected.

Wells dreams of taking the softball team to the nationals and winning. "They're definitely capable," she says.

## 1985 Softball Schedule

### March

- 7-10 At New Mexico State Tournament  
24-31 Spring trip

### April

- 5-6 At Michigan State  
8 Augustana College  
12-13 Northwestern  
17 St. Thomas  
18 Iowa State  
19-20 At Indiana  
24 Minnesota-Duluth  
25 At Iowa State  
26-27 Ohio State  
30 Concordia, St. Paul

### May

- 3-4 At Iowa  
10-11 Michigan  
16-17 NCAA first round  
22 NCAA national championships

By Annette M. Larson

### Men's Basketball

Losing only five games out of 15 played, the Gopher men's basketball team surprised record keepers by beating all the teams they weren't supposed to beat.

The team started out its season with four wins against Wisconsin-Green Bay (75-71), Connecticut (61-60), Montana State (85-71), and Princeton (46-44). A loss to Indiana (86-94) was followed by two wins, against Oregon University (57-53) and Arizona University (88-79). Two losses—to Arkansas (46-56) and Detroit (67-77)—were followed by wins against Marquette (70-62) and Illinois (60-58). The Gophers played Illinois in the first Big Ten season game. The Gophers then lost to Purdue (65-74), beat Iowa (65-57), lost to Michigan (56-97) and won against Michigan State (81-75).

Games yet to be played are against Wisconsin, Northwestern, Ohio State, Indiana, Iowa, Michigan State, Michigan, Northwestern, Wisconsin, Indiana, Ohio State, Purdue, and Illinois.

### Men's Hockey

The Gopher hockey team began the season with a record of 20 wins, six losses, and three ties.

The pucksters won their first game against Lake Superior State (6-1), tied with Denver (4-4), and won against Denver (9-4) the following day. At Boston University the Gophers won one (5-2) and lost one in overtime (4-5). Six wins followed, against the University of Maine (4-2, 8-1), Northeastern (6-1, 6-5), and Colorado College (6-4, 5-1), followed by a loss (2-3) and a tie (3-3) against Providence.

Another series of wins followed against Boston College (8-2, 4-2), and University of Lowell (6-3, 5-3). Two games at the University of North Dakota brought a loss (1-4) and a win (5-3). The Gophers beat Illinois-Chicago (8-7, 5-3) and U.S. International (5-1, 11-5).

Starting out 1985 the Gophers lost one in overtime to New Hampshire (2-3) but came back the next day to beat them (4-3). At the University of Wisconsin the Badgers and Gophers split the two games, one win (6-5) and one loss in overtime (4-5). At the University of Minnesota-Duluth, the Gophers tied one game (6-6) and lost one (6-8).

Games remaining are two each against Colorado College, Michigan Tech, Northern Michigan University, University of Denver, and the University of North Dakota.

### Other Men's Intercollegiate Sports

The Gopher gymnastics team tied for sixth at the Windy City Invitational with a team score of 269.40. The Wisconsin Open featured individual gymnasts and no team scores were awarded. Minnesota defeated Michigan State in Montana during the weekend of January 19.

The Gopher men's swimming team is three and one overall, one and zero in the Big Ten. The Gophers beat Northwestern (96-15), Bemidji State (79-34), and St. Olaf (81-31). Their only loss so far has been against the University of Hawaii (40-55).

The men's wrestling team's standing is 9-5 overall, 1-2 in the Big Ten. In the Huskie Tournament at Northern Illinois, the University of Minnesota beat three out of the four teams participating: Illinois (27-13), Ohio University (28-13), and Kent State (23-15). They lost to Southern Illinois University-Edwardsville (36-10).

The next tournament was the University of Hawaii Invitational, where the Gophers beat three of five teams participating: Boise State (29-16), Hawaii Wrestling Club (51-6), and Brigham Young University (28-18). The team lost to Utah State (27-18) and Illinois (21-16). At the Northwestern Quadrangular the Gophers came away with three wins against Augustana, Ill. (29-6), Purdue (22-18), and Nebraska (35-11), and two losses to Northwestern (34-12) and Arizona State (27-17).



Sophomore Blake Bonjean from Bloomington, Minn., who wrestles at 134, is considered a potential Big Ten champion on Minnesota's young wrestling team.



Gopher forward Laura Coenen from Neenah, Wis., is within points of becoming the all-time leading women's scorer for Minnesota.

### Women's Basketball

Ranked fourth in the Big Ten, the women's basketball team has a 9-6 overall record. The team started out the season alternating wins and losses against Wayland Baptist (52-59), University of Texas, San Antonio (60-57), Florida A & M (57-66), Nebraska (90-79), and Northeastern Louisiana (66-82). Wins against Drake (68-58) and Colorado (84-61) were followed by losses at Montana (71-83) and San Diego State (66-82). The Gophers beat University of Texas, San Antonio (86-72), Illinois (77-61), Purdue (69-64), Michigan (76-49), and Michigan State (84-70) and lost to Iowa (38-60).

Games yet to be played are against Wisconsin, Northwestern, Ohio State, Indiana, Iowa, Michigan, Michigan State, Northwestern, Wisconsin, Indiana, Ohio State, Purdue, and Illinois.

### Other Women's Intercollegiate Athletics

The women's swim team began its season winning, against Michigan State (92-48), Hamline (93-48), Northwestern (78-33) and taking first place at the U.S. Invitational. These were the first four outings of a 15-meet season.

By Jeanne Hoene

## JOURNALISM

### NLQ: All the Literature That's Fit to Print

A new student publication quietly arrived on the Twin Cities campus December 3, 1984, promising to offer a literary alternative to previous finals week issues of the *Minnesota Daily*.

*Northern Lit Quarterly*, or *NLQ*, is published in newspaper tabloid format at the end of each quarter. "The main idea is to get literature into the hands of the students," says Ian Leask, *NLQ* editor. "We felt there was a need for more emphasis on the arts. We want to offer people excellent writing, so they will read and simply enjoy the literature, without the usual school pressure to read critically."

As an affiliate issue of the *Daily*, *NLQ* benefits by all the *Daily* attributes, says Leask: it's free; it's paid for by advertising; it's available to 45,000 readers; it has an organized production and distribution system and supportive editors.

The idea of a literary magazine was considered last year by *Daily* editor Victoria Sloan after undergraduate Mary Raub suggested that it replace the usual finals week issue. Leask says the current *Daily* editor, Pam Coyle, and other editors were very helpful in getting the premier issue published.

Leask, a native of Great Britain and an English student, previously served as editor of *FallOut*, a small campus literary magazine, and worked with the Loft, a local literary organization. *NLQ* staff includes fiction editor Mary Raub and poetry editor Scott A. Gilchrist, who are both pursuing English majors.

*NLQ* contributions come from both students and professionals. "We're trying to strike a balance between the two," Leask says. "We'd like more student work in the coming issues." About 15 percent of the prose and poetry that was received was printed, but Leask says that percentage should decline as the publication becomes more visible and more material is submitted. Leask hopes to include the work of artists and photographers in future issues.

"An essential element of *NLQ* is that it's eclectic," says Leask. "Because we

Mick Cockrane

Robert Lacy

George S. Larsen

Will Weaver

Dexter Westrum

Bob Williams

Brad Zellar

C.J. Hribal

Matthew Brennan

patrick j. mckinnon

Daniel Hill

Jim Dochniak

Alvaro Cardona-Hine

Barbara Sperber

Philip Dacey's

Barbara Hughes

## Northern Lit Quarterly

Minnesota Daily Fall 1984 Finals December 3-8, 1984 Volume 86, Number #3 Section 2 Minneapolis-St. Paul

NLQ



The Daily's Infamous finals week issue passed away last quarter, replaced by the literary magazine Northern Lit Quarterly, also known as NLQ.

want it to present excellent literature, we're avoiding taking a theme approach and being forced to leave out good work that doesn't fit. That way, *NLQ* can take what's best of the work that's available."

A previous literary publication, the *Ivory Tower*, was published by University students in the 1960s. "*NLQ* follows the tradition of the *Ivory Tower*, but

can't really be compared directly to it," Leask says. "Both publications do try to ask questions and open the minds of those closed to literature for enjoyment. But the times of the '60s are not the same as the '80s—we have different voices in that way. This publication gives a place to write and read and consider these particular times."

## VETERINARY MEDICINE

### Will Sports Medicine Go to the Track?

Roles the College of Veterinary Medicine could play in providing health care for horses at the new Canterbury Downs horse-racing track in Shakopee are currently being explored by the college and other interested groups.

Although the racetrack is scheduled for completion in June, as yet it has no permanent clinical horse-care facility.

Minnesota Race Track Inc., the firm that is building Canterbury Downs, has proposed to provide \$200,000 in matching funds to a nonprofit organization to build the horse-care facility. Discussions are underway among local equine veterinarians, Minnesota Race Track Inc., and the college about the development and administration of such a clinical facility.

The college seeks to ensure adequate training for veterinary students in the skills required to work on racetracks, says Professor Bryan Hilbert, equine veterinarian at the University. And the best way to do that, he says, would be to have students and faculty spend time at the track, probably working in a building designed for equine clinical work and sports medicine research.

"We're thinking of it as something like Canterbury Downs Equine Sports Medicine Center," Hilbert says. "It would be a combination of a small hospital and surgical center—a teaching/research facility—and it would provide a service to the industry. The center would provide support facilities for the practicing veterinarians involved in work at the track and, we hope, would also act as a teaching and research base for the college.

"With the track right there, we could do many things that simply aren't possible on the University campus.

"It would also be a first—no other university in the U.S. is directly involved in such a facility on a racetrack. And it would be a great opportunity for students to be working with performance horses. They're a whole different world from pleasure horses, which are what students are exposed to now at the University."

A similar horse-care facility at the Santa Anita racetrack in California is run by a nonprofit organization and includes treatment and research facilities, although no university is directly involved in its management. The University and other groups are considering this model in planning what might be done in Minnesota.

Hilbert, who has previously worked in Australia and on the West Coast, where horse racing is already well established, says, "It's exciting to be here in Minnesota where horse racing is in its infancy. It would be a tremendous opportunity for the University to get involved in the industry in this way."

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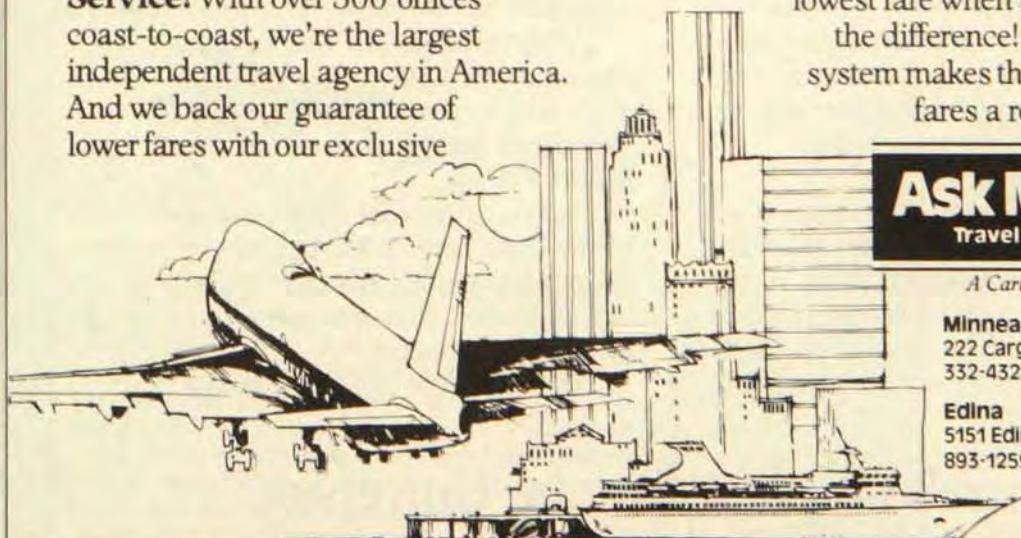
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## LIBERAL ARTS

### A Human(e) Look at Today's Technology

Technology keeps growing at almost exponential rates, permeating more and more aspects of daily life. Ten years ago, the notion of a personal home computer was limited to the futuristic world of the children's TV cartoon show, "The Jetsons." These days, most people wouldn't consider balancing their checkbooks without the aid of a handy, palm-size calculator. What does the impact and role of technology signify in our immediate lives, in our society, in our world?

The Sixth Annual CLA Humanities and Arts Colloquium addressed these issues in this year's conference, "Technology in a Human(e) Society." Sponsored by the Center for Humanistic Studies, the two-day conference joined the efforts of the Institute of Technology and the College of Liberal Arts.

Sixteen papers were presented in four sessions focusing on technology in context; computerology; ethos and ecology in a technological society; and technology, techne, and text.

"An independent faculty/student advisory board chose this theme because they felt it was a provocative one and captured the interests of students and faculty across college lines," says Nancy Kobrin, acting program director for the Center for Humanistic Studies. Past conferences covered such diverse subjects

as historical dimension, morality, and cultural forms and norms.

Participants represented several University departments. Besides the speakers, there were presentations by School of Music and theater arts faculty and students, and a gallery reception featuring work by studio arts students and staff. Interim President Kenneth Keller, Ettore Enfante, dean of the Institute of Technology, and Fred Lukerman, dean of the College of Liberal Arts, each spoke to the conference group.

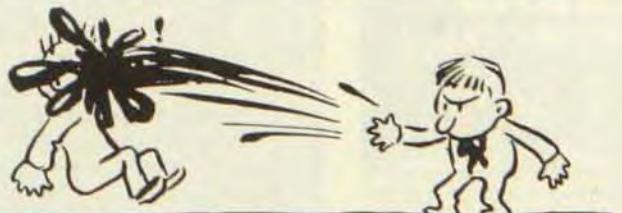
## EDUCATION

### Marcia Edwards Fund Established

Nearly 200 friends and former colleagues attended a memorial tribute to Marcia Edwards, who died October 28, 1984, at the age of 83. Professor Edwards served the University as associate dean of the College of Education and twice served as its acting dean.

In 1974, Gov. Karl Rolvaag presented her with a citation for distinguished service and outstanding contributions to the state of Minnesota.

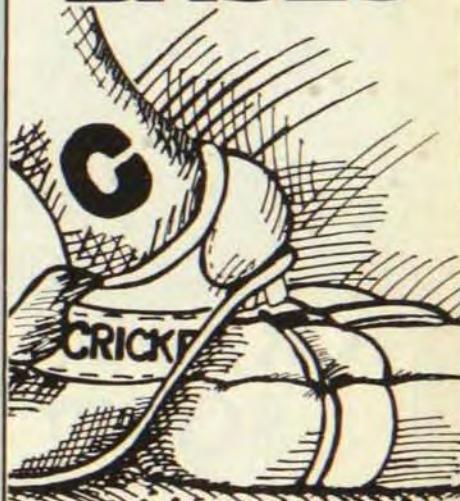
A memorial scholarship fund has been established in her name. Contributions may be sent to: Marcia Edwards Scholarship Fund, Office of the Dean, College of Education, 104 Burton Hall, 178 Pillsbury S.E., University of Minnesota, Minneapolis, MN 55455.



**H**WORD about the recent publication of Upton Sinclair is of interest to the alumni of the University of Minnesota, inasmuch as certain charges are made about certain men in certain positions in certain departments of the state of Minnesota. One of these departments, it might discreetly be said, was the state university, and it also might be added that what this man Upton Sinclair said about this state is of interest to all members of the citizenry. In conclusion to our argument we wish to add that Upton Sinclair is not Sinclair Lewis.

*Alumni Weekly, January 30, 1923*

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## MEDICAL TECHNOLOGY

### New Career Models in Medical Technology

A career in medical technology just doesn't mean what it used to mean. Ask anyone who attended the dinner and panel discussion, "Versatility and Opportunity with Your M.T. Degree," hosted by the Medical Technology Alumni Society.

Gone are the days when a medical technician would spend the major portion of a career within the hospital laboratory. Today's medical technicians increasingly find their education and training applicable to a number of careers in the rapidly growing health-care field. Some of the job alternatives represented by the panelists included management, sales, hospital administration, and medicine.

The panelists were Charyl Olander from Kallestad Laboratories, Dr. Betsy Perry from University of Minnesota Hospitals and Clinics, Margaret Perryman from Minneapolis Children's Medical Center, John Roesler from Amer sham, and Kathleen Standing from Group Health Inc.

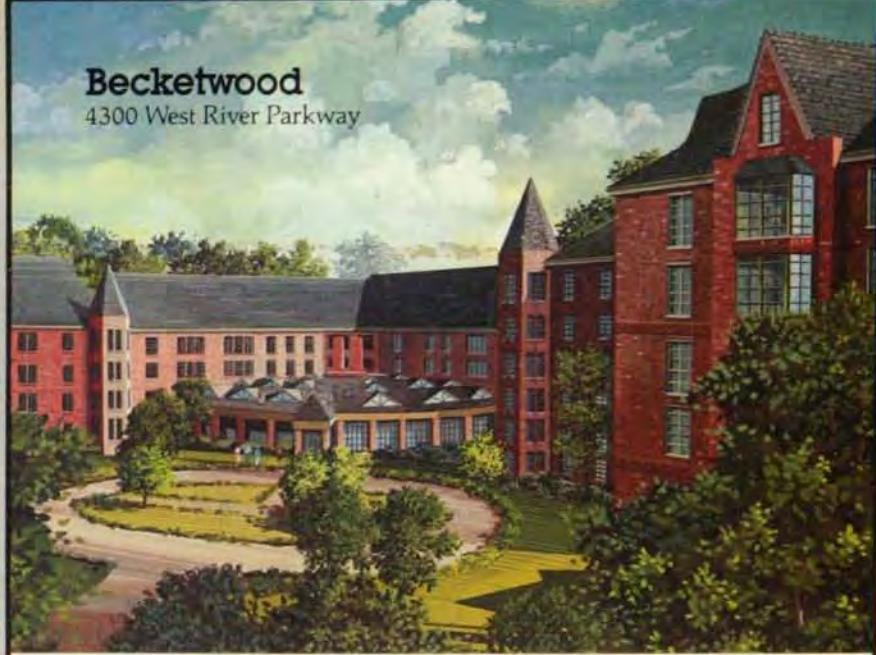
More than 250 medical technologists, students, and alumni attended the dinner and discussion held at the Campus Club. Karen Karni, acting director of the division of medical technology, served as discussion moderator. "We developed the discussion topic at the request of a number of interested students, alumni, and others," Karni says. "Hopefully, it helped stimulate interaction between them."

The discussion covered the panelists' personal career histories, career options other than the traditional clinical or research lab positions, special benefits or obstacles to overcome with a medical technology degree, and views of the profession today.

Understanding laboratory needs and what happens in the laboratory setting were major assets in transferring to a new job area cited by both Olander and Roesler. Perryman added, "The medical technologist knows a lot about illness, its physiology, and what it takes for someone to get well. The technical background translates into problem-solving skills, also. And you [the medical technologist] have the advantage of knowing how hospitals work."

Standing stressed that understanding

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the hospital environment combined with having a medical background prepares medical technologists to pursue a variety of job opportunities including planning, marketing, health resources, health education, and computerized medical information systems.

Whether or not medical technologists pursue their career paths outside of the traditional work positions, one need remains clear: "Our students need to be trained as leaders, for the profession to stay healthy and continue growing," says Standing.

### MANAGEMENT

#### Search for Excellence Begins at U

A gift of \$2,500, given to the School of Management by Thomas Peters, co-author of the best-seller *In Search of Excellence*, has been used by Dean Preston Townley to initiate a special "Innovation Fund."

The goal of the fund, according to Townley, is to support new endeavors and direct research, develop new coursework, provide exposure to outside people and ideas, and promote specific entrepreneurial activities.

"Peters gave the money gift to help sustain the positive interaction he sees happening between the University and the management community here and to try to stimulate more of that kind of activity," says Townley.

While Peters positively acknowledges the School of Management, he otherwise describes most business schools in critical terms, as "inward looking and elitist, emphasizing analytical techniques over 'plant floor' experiences."

Peters particularly called attention to the University's Strategic Management Research Center's colloquium, a series he credits with offering positive balance and interaction between the University faculty and the business community.

"We want the fund to be flexible, to be available as sort of seed money for any innovative idea or approach that doesn't fit into other general funding areas," says Townley. "We've sent a letter about it to business leaders around the area, and the response has been very favorable. We think it's the start of even more positive activity between the school and the business community, and that's just the kind of management education we want to encourage."

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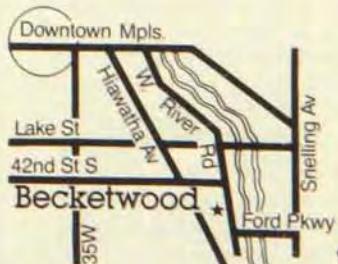
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## Alumni Help Recruit High-Ability Students

Since the University announced increased systemwide efforts to recruit high-ability students last spring, alumni volunteers have personally contacted more than 1,000 prospective undergraduate students to offer information and assistance during the college choice process. Alumni involvement complements other new University programs encouraging top students to consider attending Minnesota.

Alumni are stretching the personal reach of the University into their communities and neighborhood high schools. In September, alumni called more than 500 students who had been invited to come to campus for Scholars Days to encourage their attendance and answer their questions. During November and December, other alumni volunteers called students and their parents, inviting them to attend, and themselves attended, information programs in Duluth, Rochester, and New Ulm, Minn., and in Milwaukee and Green Bay, Wis.

Plans are underway to identify an alumni contact for every high school in Minnesota; already 85 volunteers have called guidance counselors in one-third of the state's high schools.

The University could never accomplish the quantity or quality of these contacts without its alumni volunteers. Competing for the attention of a high school junior or senior, especially a top-ranked student, has become a sophisticated—and expensive—art among private and public colleges and universities.

The University is a fairly new player in the game and is focusing its resources on substance. In addition to improving written, telephone, and personal contacts with students, the University has added more than \$250,000 to the merit scholarship fund and invested \$300,000 in academic honors programs to stimulate and encourage bright students once they enroll.

This spring, the University is seeking an individual to become the first director of all-University recruitment. Alumni volunteers again will be asked to help with information programs planned in Green Bay (May 9) and Milwaukee (May 7 and 8), Wis., and in Chicago, Ill. (May 11).

Nearly 500 Minnesota Alumni Club members and friends attended a preview party in the newly renovated club on the 50th floor of the IDS Tower.

## Alumni Club Reopens

The Minnesota Alumni Club, on the 50th floor of the IDS Tower in Minneapolis, opened again for dining January 21, after an extensive, five-month renovation project. The club has been redecorated and tiered so that all diners can enjoy full-window views of the Minneapolis skyline.

The club's facilities include the Regents Room and four private dining/conference rooms—in all, more than 8,000 square feet. The Regents Room (known as the Orion Room in the evening) seats up to 200 for lunch or dinner and accommodates 200 for banquets and up to 350 for receptions. The dining room is open only to members of the Alumni Club and their guests for lunch Monday through Friday, from 11:30 a.m. to 5:30 p.m.

For dinner and on weekends, members of the Alumni Club share the facilities with the public. Dinner is served Sunday through Friday from 5:30 to 10 p.m. and Saturday from 6 to 10 p.m. There is no

luncheon service on Saturdays, but a Sunday brunch is served from 10:30 a.m. to 2 p.m. Club members may use their club cards at night in the Orion Room, but not in Cleo's Lounge (formerly the Ski U Mah Lounge).

The club has four private rooms: the President's Room, which seats a maximum of 10; the Board Room, 14; the Maroon Room, 36; and the Gold Room, 24. (The Maroon and Gold rooms may be opened up into one room to seat 60.) Rooms may be kept open later than midnight for special functions. There is a room fee charged.

The phone number for dining reservations has been changed to 612/379-6262. Members may reserve the four private rooms and arrange catering service for breakfast, lunch, or dinner by calling 612/349-6265.

Membership in the Alumni Club is available to all Minnesota Alumni Association members for an additional annual club dues payment. For more information call the Alumni Club secretary at 612/373-2466.

Rob Levine

## CONSTITUENT SOCIETY EVENTS

### MARCH

- 1 College of Biological Sciences Fair and Annual Meeting  
Fair, 12:30 to 5 p.m.; annual meeting, 7 p.m., North Star Ballroom, St. Paul Student Center, St. Paul campus. For information call Linda Jacobs, 612/373-2466.
- 6 Nursing Career Day  
Speakers include Dean Ellen Fahy and nurses from various areas. 3 to 5:30 p.m., Campus Club, east wing, Coffman Memorial Union, Minneapolis campus. Sponsored by the Nursing Alumni Society. Free. For information call Denise Halbmaier, 612/373-2466.
- 13 Journalism Board Meeting  
7:30 a.m., Minnesota Alumni Association conference room, Morrill Hall, Minneapolis campus. For information call Mary Hicks, 612/373-2466.
- 22 Nursing Graduation Reception  
Speaker: Dean Ellen Fahy, 4 to 5:30 p.m., Campus Club library, Coffman Memorial Union, Minneapolis campus. Free. Sponsored by the Nursing Alumni Society and the Nursing Foundation. For information call Denise Halbmaier, 612/373-2466.

### APRIL

- 13 and 14 Spectrum: "The Soviet Union in the Year 2000: Economic and Political Dimensions"  
Speakers: Dr. Robert Byrnes, Indiana University history professor and the author of *After Brezhnev*; Dr. Morris Bornstein, University of Michigan economics professor; and Dr. Jerry Hough, Brookings Institute Fellow and Duke University professor. Friday noon to 5 p.m.; Saturday 9 a.m. to noon, Coffman Memorial Union, Minneapolis campus. \$35; \$15 for one-day only; \$15 for students. Sponsored by the College of Liberal Arts and University College. For information and reservations call Mary Hicks, 612/373-2466.

14 Home Economics Open House  
Sponsored by the Home Economics Alumni Society. For information call Linda Jacobs, 612/373-2466.

20 "Future Is Now"  
The Kerlan Collection and its use in writing. 9 a.m. to noon, Walter Library, Minneapolis campus. Sponsored by the Education

Alumni Society. For information call Denise Halbmaier, 612/373-2466.

20 "A Financial Affair: Focus on the Modest Investor"  
Speakers: May K. Y. Yue of Financial Services Associates and representatives of several investment areas. 9 a.m. to 1 p.m., Radisson University Hotel,

D I A L U

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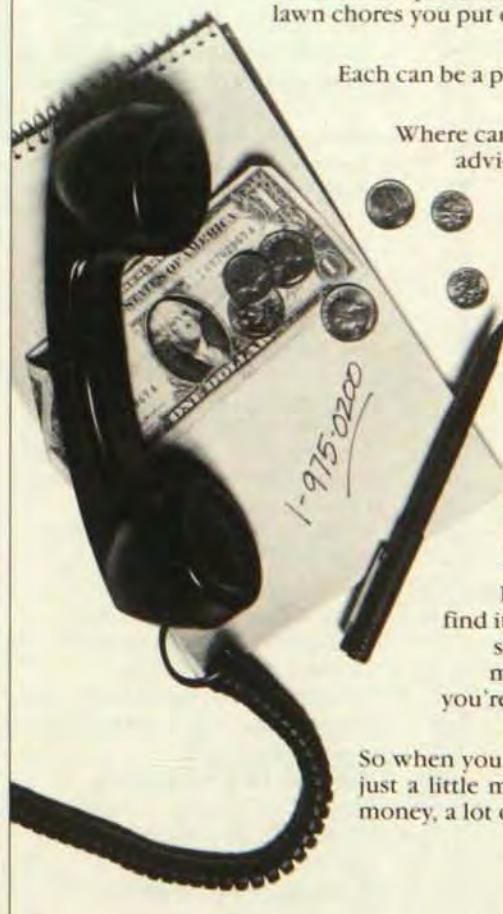
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So when you have a puzzling problem or even just a little mystery, call us. We can save you money, a lot of trouble, or both. It's a sure bet.



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# MINNESOTA ALUMNI ASSOCIATION

- 615 Washington Ave S.E., Minneapolis. \$12. Sponsored by the Alumnae Society. For information call Denise Halbmaier, 612/373-2466.
- 23** **Medical Technology Annual Meeting**  
Call Pam Burkley, 612/373-2466, for time and place.
- 26** **Journalism Annual Meeting**  
6:30 p.m., Radisson Hotel Metrodome, 1500 Washington Ave. S., Minneapolis. For information call Mary Hicks, 612/373-2466.
- 26** **Nursing Annual Meeting**  
Jo Eleanor Elliott will speak on "Nursing 1985: Opportunity in Crisis." 8:30 a.m. to noon, Radisson University Hotel, 615 Washington Ave. S.E., Minneapolis. For information call Denise Halbmaier, 612/373-2466.
- 27** **Friends Concert and Dr. Ben's 25th Anniversary Gala**  
**28** Saturday: jazz concert followed by a reunion dinner for all alumni and current band students in honor of Dr. Frank Bencriscutto's leadership of the University's concert bands and jazz ensembles. Sunday: friends concert and reception. For information call John Brant, 612/881-7025.
- 28** **Home Economics Open House for Prospective Students**  
Tour the College of Home Economics, St. Paul campus. For information call 612/373-2466.
- MAY**
- 17** **Education Alumni Society Annual Meeting and Banquet**  
Award ceremony and dance at the St. Paul Student Center. For information call Denise Halbmaier, 612/373-2466.
- 21** **Band Alumni Annual Meeting and Graduates' Reception**  
7 to 9 p.m., Campus Club, east wing, Coffman Memorial Union, Minneapolis campus. For information and reservations call Mary Hicks, 612/373-2466.

- 29** **Medical Technology Seniors' Reception**  
For information call Pam Burkley, 612/373-2466.

## CHAPTER EVENTS

### MARCH

- 1** **Detroit Area Women's Club Meeting**  
For information call chapter president Peggy Geraduzzi, 313/644-2190.
- 2** **Fourth Annual Minnesota Transplant Party**  
6:30 p.m., main ballroom, Red Lion Inn, Omaha. For information call Roger Atwood, 402/422-4610.
- 8** **North Texas Chapter Annual Meeting**  
Speaker: Richard Sauer, deputy vice president for agriculture, forestry, and home economics. For information call chapter president Cliff Charlson, 817/461-9705.
- 17** **Sixth Annual Minnesota Tailgate Party**  
2 to 6 p.m., Collier County Fairgrounds, Naples, Fla. Free. For information call Mary Lou Althoff, 813/261-2555 or 263-0566.

### APRIL

- 1** **Wadena Chapter Annual Meeting**  
Speaker: Sally Howard, director, Health Sciences Public Relations. For information call chapter president Carolyn Reichelt, 218/631-2295.
- 12** **Detroit Area Women's Club**  
Noon. Speaker: John Ryan, University of Minnesota Foundation. For information call Peggy Geraduzzi, 313/644-2190.
- 20** **Suncoast Chapter Meeting**  
Noon. La Pormano, Tampa-St. Petersburg, Fla. For information call chapter president Don Enzmann, 813/736-6381.
- 27** **Boston Chapter Annual Meeting**  
Noon. Speaker: Michael O'Donnell, special adviser to the

governor of Minnesota, Bio-Medical/Health Systems Office. For information call chapter president Jessie Hansen, 617/449-2052.

- 27** **Dayton Chapter Annual Meeting**  
Speaker: Dr. V. Elving Anderson, acting director, Dight Institute. For information call chapter president Lynn Hokenson, 513/882-6597.
- 27** **Sun City Chapter Spring Meeting**  
Noon, Union Hills Country Club. For information call Dr. Ernest Rinke, 602-933-9646.
- 27** **Washington, D. C., Chapter Meeting**  
6:30 p.m. Speaker: Michael O'Donnell, special adviser to the governor of Minnesota, Bio-Medical/Health Systems Office. For information call chapter president Maxine Piper, 703/356-2072.

FOR MORE INFORMATION ABOUT CALENDAR EVENTS, CALL THE MINNESOTA ALUMNI ASSOCIATION, 612/373-2466.

## Counseling Bureau Services Available

The Student Counseling Bureau is extending some of its career exploration services to people who are not University students. Services include administration of the Strong-Campbell Interest Inventory (SCII) followed by a group interpretation of the results and a general discussion.

This program is not intended to be an in-depth career-development process but an initial step in planning or exploring career options. Information will be available for those seeking additional resources in career change or advancement.

Individuals participating in this program may take the test at the bureau's testing office in Room 9, Eddy Hall. The hours are 8 a.m. to 3 p.m. Monday through Friday. On the first and third Mondays of each month, the testing office will remain open until 8 p.m. Group interpretations are conducted in 202 Eddy Hall on the fourth Monday of each month at 6:30 p.m.

The cost of this program is \$20. For more information, call the Student Counseling Bureau at 612/373-4193.

## An Invitation to Tee Off

The University of Minnesota Women's Golf Association invites all eligible women golfers, which includes members of the Minnesota Alumni Association who have paid their dues, to play golf on Wednesday mornings. There are 9- and 18-hole leagues. Tee times, at the University Golf Course, are 8:30 to 9:30 a.m. during May and September and 7:45 to 8:45 a.m. during June, July, and August. Purchasing a season greens permit is one of the eligibility requirements for joining the Women's Golf Association. For more information call 612/646-1938.

## Campus Carnival

The 36th annual Campus Carnival, the largest student fund-raising event in the nation, will be at the University Fieldhouse April 18, 19, and 20. Proceeds this year will go to the Vikings Children Fund.

The united efforts of 65 student organizations last year raised \$35,000 for the Cystic Fibrosis Foundation and the Twin Cities Society for Autistic Children. This year over 2,000 students will participate in the skits, dancelines, bands, and game booths.

Campus Carnival runs Thursday, April 18, from 7 p.m. to midnight, and Friday and Saturday, April 19 and 20, from 7 p.m. to 1 a.m. Tickets are available in advance at Dayton's and University unions for \$3 or at the door for \$3.75.



May 17-23

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By Jeanne Hoene

**Dorothy Day and the 'Catholic Worker'**, by Nancy L. Roberts, '79, '82. State University of New York Press, 1984. \$36.50 (cloth), \$12.95 (paper).

Consider what it must have been like in the 1930s to be: a single parent living in poverty, a recent Catholic convert leading a radical pacifist movement in a conservative church, and a female editor of a monthly newspaper at a time when considerable legislation existed specifically to keep women out of the Depression-hit work force.

visionary, and advocated "voluntary poverty, feeding the hungry, sheltering the homeless, pacifism, and cooperative living," with the newspaper to spread the message. At its highest point, circulation was 190,000 monthly.

Under Day's guidance, the paper's editorials and overall theme focused on issues of peace and social justice, and when necessary, criticized the Roman Catholic Church when it failed to live up to its teachings.

"We have a long tradition of advocacy journalism in this country, going back to our colonial founders," says Roberts. "It's an important way of influencing the social consciousness of people. Dorothy

who ran a shelter for the poor, was listed as a Russian emigrant, and it was thought her New York food charity was really a dance studio and front for communists.

According to Roberts, *Dorothy Day and the 'Catholic Worker'* is the first book to analyze Day's journalism and seriously consider Day as a writer, along with placing Day within the context of journalism history. "It's difficult for some journalists to adequately consider her impact because of her social and religious messages," says Roberts. "I've done a content analysis of the themes that appeared in the *Catholic Worker* and found them consistent over almost 50 years. That kind of editorial consistency is very rare."

Day also has been credited with being the spiritual mother of Michael Harrington, who wrote *The Other America*, a book that inspired activist priests Daniel and Philip Berrigan and the Trappist author Thomas Merton, and prompted President John F. Kennedy to push for an antipoverty program.

Currently there is talk among Catholic church officials about canonizing Day, a move that would have irritated her, says Roberts. Day did not want to be considered a saint or put on a pedestal, perhaps giving her work an unattainable quality, thus discouraging people from seriously considering the Catholic Worker beliefs.

"She is certainly a major American of this century, and even more so as an American woman with influence over her society," says Roberts. "She helped make pacifism respectable and led the efforts in caring for the poor."



*The Christ of the Breadlines*, 1950, wood engraving by Fritz Eichenberg, © 1952.

*Dorothy Day and the 'Catholic Worker'*, a recently published book by journalism professor Nancy L. Roberts, tells exactly what it was like, by examining the life and writings of Day, leader of the Catholic Worker movement and founder of its monthly newspaper by the same name.

Day began the *Catholic Worker* in 1933 and continued editing it until her death in 1980. During this time she lived in voluntary poverty in a small New York apartment that also served as the paper's editorial office. The paper reflected the Catholic Worker movement beliefs of personal activism to achieve social justice.

The Catholic Worker movement was organized in the 1930s by Day and Peter Maurin, a French Catholic emigre and

was such a voice of conscience." She wrote moving, personal accounts of the poor, the sick, and society's outcasts. She also was capable of insightful social and political commentary.

Some of Day's pacifist activities resulted in her being arrested and sent to jail. "It makes us very proud," Cesar Chavez said softly at her funeral, "that Dorothy's last trip to jail [in 1973] took place with the United Farm Workers."

Not all Day's convictions were considered appropriately patriotic. She was against the Korean War, McCarthyism, and Vietnam, and J. Edgar Hoover three times recommended that her Catholic Worker movement be prosecuted on the charge of sedition. The FBI kept files on her, though they were inaccurate. In the 1950s, she was confused with a friend

**Teaching the Excitement of Politics in America**, edited by Marilyn Chelstrom, '50. Taft Institute for Two-Party Government, New York, 1984. \$12 (paper).

The Taft Institute was created in 1961 to stimulate an understanding of government processes and problems. Chelstrom, institute president, edited this book of

original lesson plans for teaching elementary or secondary students about the political process. More than 30 teachers from 20 states submitted the plans, which range from teaching five-year-olds what government is and how it works, to holding mock political conventions, to taping commercials for real candidates. Chelstrom, past president of New York Alumni Chapter, currently serves on that chapter's board of directors.

**MS: Something Can Be Done and You Can Do It**, by Robert W. Soll, '70, with Penelope B. Grenoble. *Contemporary Books, Chicago, 1984. \$13.95 (cloth).*

In this easy-to-understand book, Soll, a neurologist and immunologist, and Grenoble, a health communicator, provide comprehensive background on multiple sclerosis and theories about it being pursued in research on the components and workings of the immune system. The Soll Composite Theory on the origin and symptoms of MS supplies a new approach to understanding and managing this disease. Implications of the theory for treatment are explained, detailing the steps patients can take to affect the course of the disease and improve the quality of life. For example, food allergies can make MS worse. So the authors explain how to detect food allergies, even providing forms to use in the testing process, and advise readers on how to devise new diets.

**The Feminist Case Against Bureaucracy**, by Kathy E. Ferguson, '76. *Temple University Press, Philadelphia, 1984. \$24.95.*

Ferguson says the power structure of bureaucratic capitalism is the chief source of oppression for women and men, and she advocates eliminating such structures rather than reforming them. "What is required," she says, "is the emergence of an alternative voice, one grounded in the experience and perceptions of women, that will challenge the patterns of control found in every aspect of modern life." Ferguson, who earned a Ph.D. in political science from the University, is an associate professor of political science at Siena College, Loudonville, N.Y.

**Equals Before God: Seminarians as Humanistic Professionals**, by Sherryl Kleinman, '80. *University of Chicago Press, 1984. \$15.*

Kleinman, assistant professor of sociology at the University of North Carolina at Chapel Hill, is the first to study *professionalization*—the loss of traditional authority in the professions. Focusing on the ministry, she argues that improved public education has made knowledge once exclusive to ministers available to all

and thus has demystified the professional minister. As a result, modern seminarians walk a fine line between acting as esteemed professionals and undermining their own authority. Though Kleinman has looked at a specialized case, her study indicates the rhetorical contradictions and moral dilemmas that students in other professional schools may face in the future.

Compiled by Jill Walch

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Prices are based on double occupancy and are approximate at this time. For more information about any of our national or international tours, write to: Travel Director, Minnesota Alumni Association, 100 Morrill Hall, 100 Church Street S.E., Minneapolis, MN 55455.

**Mexico Breakaway.** March 23-30. Join us on the Love Boat for spring break. Spaces still available in "F" and "G" categories only. From \$795.



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**Passage of the Masters.** August 5-18. A long-awaited opportunity to visit both West and East Berlin, as well as Potsdam, Wittenberg, Leipzig, Erfurt, Eisenach, Meissen, Dresden, and Prague. Approximately \$2,695 from Minneapolis.

an expert in the field. Prices listed are approximate at this time. For information, call 612/376-5000 or write: Study and Travel Adventures, 180 Wesbrook Hall, 77 Pleasant Street S.E., Minneapolis, MN 55455.



**Spectacle of Wild Geese: A Weekend Field Trip.** April 6-7. A visit to Sand Lake Wildlife Refuge, where more than a million lesser snow geese and thousands of Canada geese stop on their way from wintering grounds to breeding grounds. \$25.

**Gardens of the Delaware Valley.** May 4-11. Explore the "Cradle of American Horticulture." Rhododendrons, azaleas, dogwoods, and spring-flowering bulbs, with emphasis on garden style from a historic as well as an aesthetic point of view. \$775.

**Rocky Mountain Wildflower Photography Workshop.** June 9-16. A week at Lone Mountain Ranch, amid the spectacular scenery of the Spanish Peaks Wilderness Area and the Gallatin River Valley. Open to photographers of all skill levels. There will be seminars and discussions on outdoor photography technique and ample activities for family members not participating in the workshop. \$675.

**A Historical Sampler of Britain.** June 15-30. Discover the real King Arthur behind the legend; visit the 13th-century castle built by Edward I in north Wales; see Hadrian's Wall in Scotland, along with Edinburgh and Walter Scott country. \$2,300.

**The Wildlife and Wildlands of Alaska.** July 6-15. The word Alaska is almost synonymous with wilderness. This 10-day tour will study the natural history of Alaskan fish, birds, and mammals, and the vegetation of the major biomes. \$1,690.

**The Birds and Natural History of Coastal Maine.** July 7-13. An exciting opportunity to see many seabird species that are breeding at this time of year. Emphasis

**Dutch Waterways Adventure.** May 4-17. Six nights aboard the Amicitia, starting in Amsterdam and ending there. Fly to Paris for three nights, then take the TGV "bullet train" to Montreux for another three nights. \$2,499-\$2,699 from New York City.

**British Isles Adventure.** June 28-July 11. To Killarney, Dublin, Edinburgh, and London, with excursions to

### STUDY AND TRAVEL ADVENTURES

Alumni association members continue to have access to the study/travel offerings of the University's Continuing Education and Extension Division. Each tour is conducted by a University of Minnesota instructor who is

**Photography and Natural History in Florida.** March 23-31. This trip is for naturalist-photographers who are as interested in learning about their subjects as they are in photographing them. There will be opportunities to photograph in small groups or alone. \$850.



Courtesy of Northwest Orient Airlines

MAA membership is required. Direct all inquiries to: ECHO: The Wilderness Company, 6259 Telegraph Ave., Oakland CA 94609. 415/642-1600.

#### IDAHO

**The Main Salmon.** The "River of No Return." Big water, quiet water, wilderness, and beauty. \$729. MAA members: \$657.

**Middle Fork.** The classic mountain whitewater run in America. The canyon is spectacular. \$813. MAA members: \$731.

**Lower Salmon.** Fun rapids, huge sandy beaches, great weather. \$696. MAA members: \$627.

**Snake/Hell's Canyon.** Cuts the deepest gorge in North America. A dramatic experience. \$509. MAA members: \$458.

**Snake/Birds of Prey.** Offered in springtime where the density of nesting raptors is the highest in North America. \$524. MAA members: \$472.

#### OREGON

**Rogue.** Three-, four-, and five-day camping trips; three-day lodge trips. \$299-\$458. MAA members: \$269-\$412.

**Owyhee.** Runnable only during high water in late spring. Swift and heady. \$524. MAA members: \$472.

**Upper Klamath.** Some of the finest whitewater in Oregon, with salt caves, deserted ranches, and badlands. \$215. MAA members: \$194.



#### CALIFORNIA

**American.** One- and two-day trips. The perfect river for a quick vacation and a great place for a first taste of whitewater. \$65-\$149. MAA members: \$59-\$134.

**American North Fork.** \$78. MAA members: \$71.

**California Salmon.** \$304. MAA members: \$274.

**East Carson.** \$156. MAA members: \$141.

**Lower Klamath.** Two- and three-day trips. \$166-\$255. MAA members: \$149-\$230.

**Merced.** Whitewater here and also one of the best rivers in California for paddle-boating. \$192. MAA members: \$173.

**Tuolumne.** Mile for mile, no river in America can claim a better rapids or better river experience than can the Tuolumne. \$101-\$334. MAA members: \$91-\$301.

#### ALASKA

**Kobuk.** Through the heart of the Brooks Range, this river combines the best of wilderness exploration with the relaxation of a vacation. \$1,560. MAA members: \$1,404.

**Noatak.** The very heart of wilderness Alaska. \$1,560. MAA members: \$1,404.



#### ADVENTURE TRAVEL

MAA members can travel with ECHO: The Wilderness Company on any of the trips listed at 10 percent discount; groups of 10 or more receive an additional 5 percent discount. Prices listed are projected prices for 1985; ask about youth rates. Proof of

By Jean Tordoff

## COLLEGE OF AGRICULTURE

**'28** The Clyde C. Allison Fund in Plant Pathology has been established at Ohio State University with gifts from Clyde C. Allison of Loma Linda, Calif., and his former students and friends. Allison retired in 1972, after 34 years on the Ohio State faculty.

**'48** As a part of the marketing activities of the Land O'Lakes International Division, Dr. Frank M. Crane presented a number of seminars in Turkey on the value of milk replacers for raising the dairy calf.

**'79** Sharon Ozga Murphy is a senior technical specialist for Honeywell Residential Division in Brookfield, Wis.

**'81** Jerry Baerg is managing director of Integrated Agro-Industries Ltd. in Nigeria, West Africa. The company is involved in developing 5,000 acres of farmland.

**'83** Barbara J. Brandt has joined Dorn Public Relations, Minneapolis, as an assistant account executive. She will work on the agency's agricultural accounts and will assist with a variety of communications projects.

## SCHOOL OF DENTISTRY

**'35** John W. Tiede of Le Center, Minn., a former vice president of the American Dental Association, is the recipient of the association's Distinguished Service Award, the highest honor the association bestows on a member of the dental profession.

**'54** Donald E. Bentley, president of the American Dental Association and a general practitioner in Hawley, Minn., has received the University's Outstanding Achievement Award, the highest honor the University bestows on alumni.

## COLLEGE OF EDUCATION

**'28** Mildred "Peg" Oliphant of Rochester, Minn., received the 1984 State Retired Educators Association Pioneer Educator Award. She formerly taught in the Silver Lake and Austin, Minn., high schools.

**'62** Theresa Meyer has been honored as the teacher with the most seniority in the Burnsville, Minn., public schools, where she has taught for 28 years.

**'73** Betty Craig has been appointed executive director of the Kaiser Roll Foundation. She will manage the Kaiser Roll Road Race and will distribute its proceeds among the more than 20 local organizations that benefit from the event. The Kaiser Roll Road Race is held each summer in Bloomington, Minn., and is recognized by the International Wheelchair Road Racers Club as an official U.S. Open 10-Kilometer Championship.

**'79** Gloria Kortmeyer has been appointed to the board of governors of Mercy Medical Center in Coon Rapids, Minn. She is currently a professor of education at Bethel College.

## COLLEGE OF HOME ECONOMICS

**'75** Rebecca Sauser Christopherson, teacher of home economics at Humboldt High School in St. Paul, Minn., received the \$4,000

Excellence in Education Award, sponsored by the Minnesota Business Foundation for Excellence in Education.

**'82** Linda Bartels Mundt is currently enrolled in the M.S. Management program at Lesley College, Cambridge, Mass.

## INSTITUTE OF TECHNOLOGY

**'53** Dr. E. Allen Baillif retired from Whirlpool Corp. January 1, 1985. He was senior vice president, research and engineering, and had been with the company since 1953.

## LAW SCHOOL

**'51** Robert Granrud is a self-employed patent lawyer in St. Paul.

**'61** Justin Dingfelder has been appointed assistant director of the Enforcement Division, U.S. Bureau of Consumer Protection. He will be responsible for all monitoring of commission consumer protection orders.

For his role in creating a model law for the nation's 3.5 million notaries public, Robert A. Stein, dean of the University's Law School, has earned the National Notary Association's 1984 Achievement Award.

**'73** Kenneth Sandvik has been appointed county court judge in both Lake and Cook counties in Minnesota.

## COLLEGE OF LIBERAL ARTS

**'52** Mitchell Rukavina joined Rock Products magazine, a

Maclean-Hunter Publishing Co. publication, as an associate editor.

In his capacity as chairman of the U.S. delegation to the preparatory conference in Budapest, Hungary, before the Conference on Security and Cooperation, John Douglas Scanlan was accorded the personal rank of ambassador by President Reagan.

**'53** Eivind O. Hoff, executive director of the Minnesota Medical Foundation, has announced his resignation after 26 years with this nonprofit organization. His resignation becomes effective June 30, 1985.

**'75** Sandra L. Menssen is an assistant professor of philosophy and religion at Colby College in Waterville, Maine. Professor Menssen formerly taught at the University of Minnesota.

**'77** Roger Conover, architecture and design-arts editor at the Massachusetts Institute of Technology Press, has been named a 1984-85 Loeb Fellow in Advanced Environmental Studies at the Harvard Graduate School of Design.

**'82** Brian D. Mundt is a first lieutenant in the Air Force at F.E. Warren Air Force Base in Wyoming and is serving as a deputy flight commander in an ICBM unit. He is currently enrolled in the M.S. Management program at Lesley College, Cambridge, Mass.

**'83** Mary Preus teaches Latin at Minnehaha Academy, Minneapolis.

## SCHOOL OF MANAGEMENT

**'42** Kenneth L. Block, chair of A.T. Kearney Inc., has been re-elected a senior member of the



Earl E. Bakken, '48, chairman and co-founder of Medtronic Inc. of Minneapolis, received the 1984 Med-Tech Outstanding Achievement award, presented at the annual Med-Tech Financial Forum. A \$10,000 scholarship has been presented in Bakken's name to the Institute of Technology. Bakken was selected by his peers for his contributions to the commercial and technical application of medical technology. In 1958 Bakken developed the first wearable, external, battery-powered, transistorized pacemaker.



# NURSING ◊ ALUMNI ◊ SOCIETY

## "Nursing 1985: Opportunity in Crisis"

### 25th Annual Meeting and Reunion

Saturday, April 27, 1985  
Radisson University Hotel  
8:30 a.m. to 12:30 noon

#### Speakers:

**Jo Eleanor Elliott**  
Chief Nurse, Department of  
Health and Human Services

On changing healthcare  
environments and the future  
of nursing.

**Barbara Dunn**  
Nurse Consultant and  
Former Editor of the Journal  
of Nursing Economics

- ◊ 3 continuing education units
- ◊ Reunion tables at luncheon following the seminar
- ◊ Special room rates available that the new Radisson University Hotel for nursing alumni only: \$49.95 per room for both single and double occupancy
- ◊ Nursing Alumni Society Members-\$22.50; Non-members-\$25.00; Students and Alumni Graduating in 1985 or before-\$12.00 Luncheon only \$15.00

**A** For further information,  
telephone the Minnesota  
Alumni Association at  
612 373-2466.

John Edward Jackson, '57, Castile, N.Y., on November 12, 1984.

Richard W. Jones, '33, White Bear Lake, Minn., on August 18, 1984.

John Lynner, '15, Clarkfield, Minn., on October 1, 1984. Lynner served for 69 years as director of J. H. Lynner Co., a furniture business and a funeral home. In March 1983, he was honored as the oldest living alumnus of the University's department of mortuary science.

George Montgomery, '54, Wichita, Kan., on October 26, 1984. Montgomery served on the faculty of Kansas State University for 47 years, until retiring in 1972. During that time he conducted several agricultural economics projects abroad for the U.S. government and was active in community affairs.

Douglas Joseph Schoemaker, '57, Las Vegas, Nev., on July 30, 1984. Shoemaker practiced law in Las Vegas for 20 years.

Gordon Volkenant, '26, Golden Valley, Minn., on November 7, 1984. Volkenant lectured on electronic technology throughout the United States and Europe. After graduating from the University, he became the first radio engineer for Northwest Airlines. He was also designer, builder, and chief engineer of the Twin Cities' first radio stations, KSTP, WDGY, and WTCN. He became associate director of research at Minneapolis-Honeywell where he worked on several secret projects during World War II. He joined his family's appliance business in 1949 and retired from it, as president, in 1972.

Wilbert Lee Witte, '20, Madison, Wis., on October 7, 1984.

## Miles Lord: The Case of the Eclectic Judge

By Annette M. Larson

When he was 12, his mother told him that he would be a good lawyer. And that, says Judge Miles Lord, represents his "complete and total vocational counseling."

The advice was well taken. Today at age 65, Lord is Chief Judge of the U.S. District Court for Minnesota and has presided over some of the most controversial cases in the country, among them the Reserve Mining case in the 1970s, the 1979 Boundary Waters Canoe Area ruling banning motorized vehicles, the class-action sex-discrimination suits against the University that now number close to 300, the Dalkon Shield case, and, most recently, the Katt and Laforge case involving Sperry Univac property damage. Judge Lord's outspoken style has brought him to the attention of CBS' "60 Minutes," People magazine, and the Wall Street Journal.

As his unconventional vocational counseling would suggest, Lord's path to judgeship has not been a conventional one.

Lord grew up in Crosby, a small town on Minnesota's

Iron Range. After high school, he went to junior college for three years, got married, and started a restaurant called the XL Cafe. "But the National Guard came along and took all my customers to California—they were all my age," says Lord. As a consequence, he moved to Minneapolis.

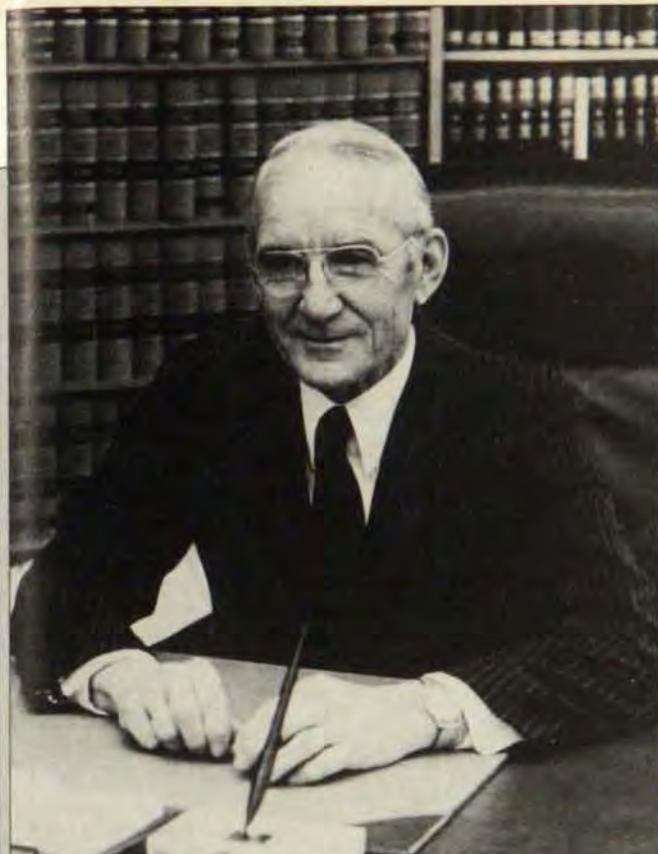
Lord held a variety of jobs in the Twin Cities while earning money to go to law school at the University and pay for an apartment for himself, his wife, and—eventually—three children. "I worked at the New Brighton defense plant, but they wanted me to move to Oklahoma, so I quit the same day they offered it to me." He then took a welding course at Dunwoody Institute and got a job as a welder from 1 p.m. to 1 a.m., so he could take courses at the Law School during the day.

When did he study? "Well, if you look at my marks, you'll see that I didn't," he laughs.

In February 1944 Lord went into the Air Force and got out in November 1945. Money was still tight, so he worked four jobs while going to school. He worked as a bellhop at the Normandy Hotel for 26 cents an hour plus, rent-free, a one-room apartment in southeast Minneapolis, "over where University Hospitals are now," he



Richard A. Lidstad, '62, has been named vice president of 3M's office systems division and business communication products division in St. Paul. Before this appointment he was general manager of the business communication products division.



U. S. District Court Judge Miles Lord, '48, counts among his previous professions restaurant owner, welder, defense-plant worker, janitor, bellhop, nightwatchman, U. S. District Attorney, and U. S. Attorney.

says. In the afternoons he worked as a janitor in his apartment building, then went to the post office, where he was a mail clerk, and from there went to his job as a night watchman. "I would bike to classes from my night watchman's job the next morning," he says—a trek since his night job was at 42nd and Bloomington Avenue in south Minneapolis and law classes were held in Fraser Hall.

One day while Lord and his family were living in the

small roach-infested apartment in Southeast, recalls Lord, Minneapolis mayor Hubert Humphrey "drove up in his chauffeured limousine and took me to the State Capitol to testify for rent control." He testified, says Lord, then he lost his bellhop and janitor jobs and had to find a new apartment because of it.

Lord finished law school in 1948, while living in a 14-by-18-foot apartment with his wife and two kids, and his third child was born that

year. The same year he teamed up with Don Burris to start a new law practice. "It cost us \$22 to get started. We hired a girl for a dollar a day to answer phones," he says.

Lord ran for the Minnesota Legislature in the Kenwood (Minneapolis) district, not because he wanted to, he says, but because "the howl of the creditors" forced him into it. He didn't win the post but was hired as U.S. assistant district attorney in 1951, a position he held until 1952. He served in private practice until 1954, then ran for attorney general and won. "Walter Mondale was one of my assistants," says Lord.

In 1960, Sen. Humphrey asked Lord to be U.S. Attorney, a position he served in until 1966, when he was appointed district court judge.

Even though Lord describes being district court judge as a "wonderful job," he feels the position is losing its excitement and challenge. "Traditionally a federal judge was independent," he says. "They didn't have so many rules, structures, and guidelines. It's now becoming part of bureaucracy. There are edicts coming from the top, from the chief justice. There are no longer independent judges, rather they are subordinate units of a hierarchy, intimidated from exercising

independence." According to Lord, "That takes all the fun out of it."

Lord says that one of the advantages of lifetime tenure a job like his offers is that he has "the opportunity to do what I think is right no matter what the political or social pressures are."

He tries most to help people who are being oppressed by the government, society, or industry, and he believes that it is his duty to help these people. "The voice of the meek, weak, and down-trodden is getting weaker. And that saddens me. I believe we are our brother's keeper. The government should be for the handicapped, the aged, and the young, as well as everyone else," says Lord. "Our pursuit of profit may be the best way to run a business, but it's not necessarily the best way to run a government."

Although this is a lifelong appointment, Lord doesn't know how much longer he'll keep at it. "When I was in law school I had 18 to 20 different jobs. When I was sick of a job, I quit it." He doesn't think this job is any different.

Lord's options for the future, he says, include staying in office until he retires at 70, or taking his mother's advice and going back to practicing law—from the other side of the bench.



Leonard C. Tysver, '50, '58, has been appointed senior vice president-human resources at Aid Association for Lutherans, Appleton, Wis. Tysver is a former vice president and secretary of Norwest Computer Services Inc. of Minneapolis and is a past president of the Twin City Vocational Guidance Association. He has been jobs chairman for the National Alliance of Businessmen and treasurer of Phyllis Wheatley Communication Center and Metropolitan Employers Voluntary Plans for Progress.

## Don't Forget Football

What happened to U of M football this past season?

I am a life member of the alumni association, and I have enjoyed *Minnesota* for many years—much more in later years than earlier. But I was greatly surprised and disappointed when I received the November-December 1984 issue and [found] not a single word about the Gopher football games.

The September-October 1984 issue article entitled "A New Era in Gopher Football" was most interesting and promising, and I had been waiting impatiently for the next issue to learn something of the results of the season's play. I realize that the November-December issue could not possibly include all scheduled games, but I would

like to know what has happened to date of publication.

I continue to enjoy *Minnesota* and its many fine, thoughtful, and timely articles. I graduated in 1920, and I am still very interested in the University and its work and its play.

Gordon J. Cummings '20  
Calgary, Alberta

## More Football

I must chide you for the negative slant your reporting gave to the Gophers' football season. You cast a shadow over what had to have been a "bright" season for the football team (if they can go on from this first strong step forward). I'll bet you get a few letters on this. If not,

maybe nobody is reading the sports summaries.

Rudy Ronning  
Appleton, Minn.

*Editor's note:* We did. We have. And we're sorry for any negative connotations.

## Praises for Peregrine Release Program

I was most interested in the article "Return of the Wanderers" in the November-December 1984 issue of *Minnesota*, as I have been [involved] in that particular subject.

We have been working with Harrison "Bud" Tordoff, professor of ecology and behavioral biology with the Bell Museum. It was my impression that he was doing a very good job. I know it is a difficult subject, and I am so happy to hear that the Minnesota group associated with him has had good results. I think it is swell that they are able to cooperate with the University of Saskatchewan, as well as with some of the states surrounding Minnesota.

I liked the pictures very much, and though I had heard some of the news, I assure you the pictures were almost all pleasant surprises and therefore especially interesting.

Louis W. Hill Jr., '71  
St. Paul

is. I would like to see much more information and emphasis on agriculture and animal husbandry.

Our (my) farm is 680 acres—grain, hay and angus, a few nice horses. We are in the path of the growing demand for housing, and we are near the new race track.

We lose as a farming operation, even though we farm very close to the bone—labor and careful spending. But what will force me to close out the farming is the really punishing taxes.

We are not the only farm going out of business. The local county tax authorities are driving us out. In the long run, this will have a very, very serious and permanent effect—not only on the business now of the state but on the future of the state's population and on the University.

To use a probably too trite and overused expression, "They—the tax authorities—are killing the goose that lays the golden egg."

The University could—perhaps?—be involved with the testing and overseeing of horses' welfare at the track. There is a need for such involvement by some respected entity.

Grace Carter Lindley  
Victoria Farms  
Victoria, Minn.

## Comments? Questions?

Drop us a line. We're always eager to know what you think. Tell us what you like, what you don't like, and what you would like to see more of in *Minnesota*. Address your comments to: Editor *Minnesota Magazine*, 100 Morrill Hall, 100 Church Street S.E., Minneapolis, MN 55455.

## A Financial Affair:

### FOCUS ON THE MODEST INVESTOR

Sponsored by the Alumnae Society

Saturday, April 20, 1985

Radisson University Hotel

9:00 a.m. - 1:00 p.m.

- "Fundamentals of Financial Planning" by May K. Y. Yue of Financial Services Associates, Inc.
- Presentations on making modest investments in limited partnerships and mutual funds by several companies within the industry
- Reading list and outline of financial planning to take home with you

\$12.00 ticket price includes workshop materials and luncheon. The *Alumnae Society* is the constituent society for all female graduates of the University of Minnesota.

For further information, telephone the *Minnesota Alumni Association* at 373-2466.

## Put State Farm Plight on Agenda

I enjoy reading the *Minnesota Alumni Association* publication very much. The January-February 1985 issue was particularly good—with the story of the 24-hour activity in all departments. What a splendid university it

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"I expect performance in my luxury car. That's why I drive the 1985 Fleetwood Brougham, with V-8 power. The kind of starting power we need for our Minnesota winters. I really enjoy traditional full size Cadillac luxury. But I didn't want a luxury car that was long on 'luxury' and short on 'car'. That's why the 1985 Brougham was the only sensible car for me to buy."

The 1985 Cadillac Brougham is the only full-size car GM makes—larger than anything Buick or Oldsmobile can offer. The '85 Brougham comes standard with V-8 power, a luxurious interior, and a smooth ride that comes in a full sized luxury car.

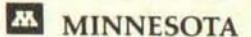
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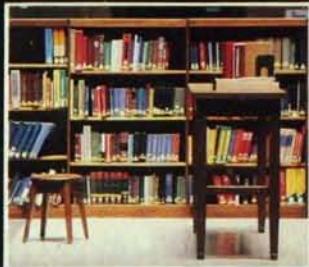
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*"The university exists  
to find and to communicate*



*the truth."*

Robert Maynard Hutchins

The University's quest for knowledge is a long-standing tradition. Faculty and staff, students and alums, have all worked to preserve and enhance this tradition... securing a place for excellence in years to come.

The Minnesota Alumni Association believes that the strength of your future and that of the University go hand-in-hand. Both require a commitment to a better future and the financial security on which to build it.

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Become a member of the Alumni Association and secure for yourself a piece of the University tradition.



# MINNESOTA

University of Minnesota Alumni Association

PORTRAIT OF A  
NEW UNIVERSITY  
PRESIDENT



Kenneth H. Keller

# MINNESOTA

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*Minnesota* is published bimonthly by the Minnesota Alumni Association for its members and other committed friends of the University of Minnesota.

Membership is open to all past and present students, faculty, staff, and other friends who wish to be involved in the advancement of the University.

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## COVER STORY

### The Public Education of Kenneth Keller

He was a bright kid, whose father made him realize the value of a good education. Today he's the University's twelfth president, whose goal is to see that Minnesota provides the best public education the country has to offer.

By Paul Dienhart

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### On the Cover

Portrait of Kenneth Keller, twelfth president of the University of Minnesota. Photograph by Tom Foley, *Minnesota* and University Relations staff photographer.

## FEATURES

### Access to Quality

In an interview with *Minnesota*, President Kenneth Keller

9

discusses his plans to make the University one of the top five public institutions in the nation.

By Maureen Smith

## Great Expectations

A report on the office of university president: For today's presidents there's no retreat from the pressure of government, faculty, regents, students, and special interest groups.

By Mathews Hollinshead

## Not So Private Lives

Juggling schedules, moving into a 20-room mansion, and being in the public eye are a few of the demands on a university president's family.

By Paul Dienhart

## DEPARTMENTS

### Opinion

Advice to a new president from the president of Carnegie-Mellon University

By Richard M. Cyert

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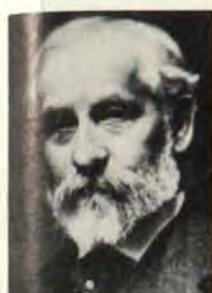
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1884-1911George E. Vincent  
1911-1917Marion L. Burton  
1917-1920Lotus D. Coffman  
1920-1938Guy Stanton Ford  
1938-1941Walter C. Coffey  
1941-1945James L. Morrill  
1945-1960O. Meredith Wilson  
1960-1967Malcolm Moos  
1967-1974C. Peter Magrath  
1974-1984Kenneth H. Keller  
1985-

**S**ince 1851, when the University of Minnesota was founded, the United States has elected a president 33 times. We've grown accustomed to the high-profile campaign process and the attention it commands for nearly a year in every four. We've come to accept, if not expect, a change in our nation's executive leadership several times a decade, as many as fifteen times or more during our voting lives.

By contrast, for only the twelfth time in its 135-year history, the University has chosen a new president. *Minnesota* is pleased to introduce Kenneth H. Keller, the twelfth president of the University of Minnesota, in this extra 1985 issue of our bimonthly alumni association magazine. The staff members of *Update* and *Minnesota* have worked together to bring you the story more quickly and completely than we ordinarily could.

Although any new president would merit special coverage, Keller's selection bears exceptional significance for our University community of alumni, faculty, and staff. With more than twenty years of University experience, Keller brings substantial insider's knowledge of the institution, awareness that has shaped his vision of the University's future. He is outspoken about his ideas, detailed about his plans, and committed about his lead-

ership. We want you to know the man and his mission.

Historically, leadership from strong, individual presidents has been a key element to University change. Through the years, the importance of the president's role has been undisputed; however, the definition of the role has changed dramatically. Consider the difference in responsibilities Keller faces today compared to those of past leaders.

In 1869, William Watts Folwell was inaugurated as the University's first president; the fledgling institution had one building, nine faculty members, and eighteen students. Folwell taught classes; he served as librarian; he designed buildings. With energy and zeal for meeting all educational needs of the state's citizens—yes, instruction in Greek and Latin, but also in physics, agriculture, medicine, art—he started the University on its course to being a comprehensive institution.

Half a century later, Lotus D. Coffman, the fifth president, inherited a campus of overcrowded classrooms, overworked faculty, inadequate supplies, and an impending \$3 million budget cut from the state. It was 1920, and students were rebellious, impatient for academic and social change. The University struggled for the right to control its classrooms

and its finances. Coffman's greatest challenge was to keep all parts of the burgeoning institution together while redesigning the educational environment, academically and physically, to meet needs of more exacting students in a more exacting world.

In June 1984, when C. Peter Magrath announced his resignation, the University community began discussing the qualities appropriate now in a new president: a strong leader with vision and ideas, an activist, a public figure and higher education statesman, a person who can represent and articulate the University's mission and goals. These were the considerations that led to Keller's selection March 13, after an extensive national search that drew 309 candidates. The regents and the University have issued Keller these challenges, and he has accepted them.

Obviously, it is impossible for us to write history before it happens. Now that we've set the scene, we hope you'll continue to follow Keller's moves with us. If you are not a regular *Minnesota* reader, you can subscribe simply by joining the Minnesota Alumni Association. (You'll find a membership application on the opposite page.) We'll do our best to continue to describe and analyze what's happening at your University.

# THE PUBLIC EDUCATION OF KENNETH KELLER

By Paul Dienhart  
Photographs by Tom Foley

**T**he twelfth University president developed his managerial skills in the U.S. Navy under Admiral Hyman Rickover, his love of academia from Regents' Professor Emeritus of Chemical Engineering Neal Amundson, and his vision of the future after 21 years of service at the University

It is 7:30 a.m., the last Friday in March, and the conference room on the eighteenth floor of the IDS Center is filled with members of the Minnesota High Technology Council. The newly elected president of the University of Minnesota is standing at the front of the room, gulping coffee and hurriedly eating a sweet roll. Kenneth Keller is being introduced as the morning's speaker, one of the brief periods this day when he is not obliged to be talking. In his pocket is a secret weapon: Hall's brand throat lozenges.

Keller's speech that morning—and his main topic of conversation these days—concerns his plan to put the University in the top five of public institutions. He presented the 22-page plan in early February, after Governor Rudy Perpich announced in January that if the University didn't focus its mission he'd do it for them. In a few weeks Keller pulled together six years of University planning and wrote "A Commitment to Focus," a plan that quickly won general support from the governor, the regents, the faculty, and the state's other higher education systems. Partly, it was his plan that prompted the regents to drop the "Interim" from President Keller's title.

The high tech council seemed to like it, too. After the speech, Keller was mobbed by well-wishers.

"This is a job that doesn't fit someone who doesn't like a lot of public contact," Keller says. It helps, he admits, that he likes to talk with people. "And then, I really am evangelical about the University. The most important element of the job is articulating a vision of the institution and stimulating others to work toward that vision."

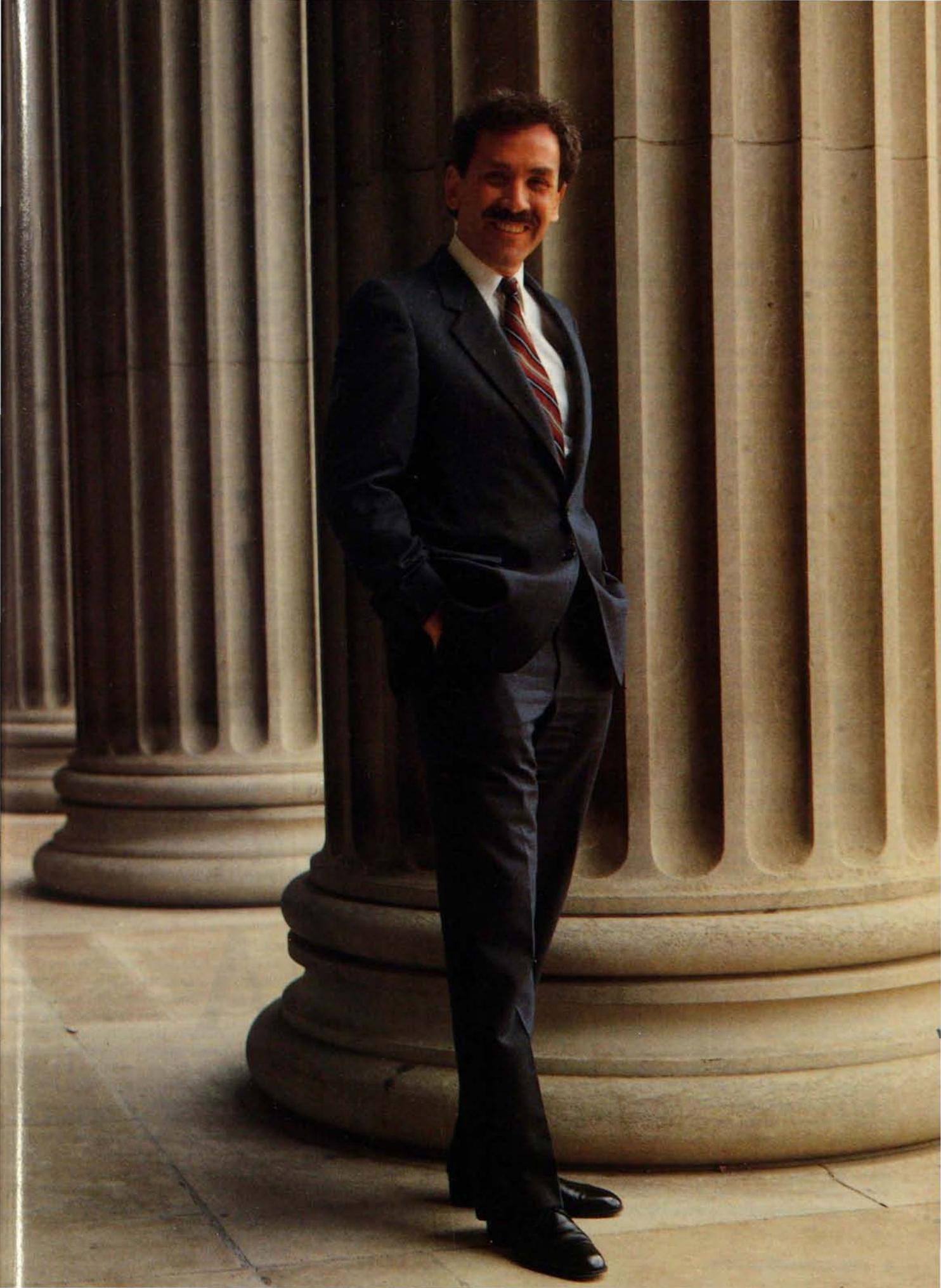
Several times during the course of the day, Keller brightens as he mentions to people how well the meeting went that morning, how supportive the high-tech group was of the University's plan.

Keller describes the first few weeks of his presidency as "exhilarating," even if the position has turned him into "a public figure in a fishbowl." That exhilaration is tied to his 21 years at the University; he came to Minnesota in 1964 as an assistant professor of chemical engineering. "It's the sense I have of being part of this academic

community that makes it meaningful to be leading it," says Keller. "I have a great investment of soul and heart in this place. There's an emotional connection here that's much deeper than I could feel anywhere else."

The Keller plan may have taken only a few weeks for its author to write, but its ideals and style were the product of a lifetime. Even as a boy growing up in Brooklyn, Keller was made very much aware of the importance of excelling in education. "I grew up in a neighborhood where I suspect well over 90 percent of the parents had never gone to college, and where well over 90 percent of their children would go to college," Keller says. "My father, who worked in the post office, used to say in his moments of irony, 'Well, you can drop out of school anytime you want. I'll get you a job in the post office.' There was no doubt what that was intended to mean."

Keller attended a special science high school, along with other "New York overachieving kids." An interest in science as the only logical career didn't necessarily rule out broad interests. Keller remembers high school biology labs when he and his friends tried to sing through entire Gilbert and Sullivan operettas. When he entered Columbia University, it was as a liberal



## "He has a vision of the University. If you can make your points within the framework of that vision, it's perfectly possible to make your case."

arts student, concentrating on the unlikely combination of chemistry and English. He received a B.S. degree in chemical engineering a year after he finished his arts degree.

At Columbia, Keller got involved in student government, wrote for the student newspaper, joined crew, became president of a fraternity, and was "tapped" into a secret student government society of seniors. "We met in the crypt of St. Paul's Chapel on campus, which I thought was wonderful," Keller says. "It seemed like the zenith of an accomplishment. Those were the fifties, when people thought differently about the world."

Plunging into that campus environment was the most fun he's had in his life, Keller believes. He still wears the secret society ring on his little finger. "At the time it cost \$27.50, which seemed like such an enormous amount of money that I've kept it since."

**T**he Navy ROTC program paid for Keller's undergraduate education, and in 1957 he was obligated to go into the service.

He was assigned to work for the notorious Admiral Hyman Rickover.

"Rickover was . . . not always kind," Keller says after a pause. "But he was very close to being an administrative genius. We all learned from him how to make an organization work. There was no pomposity—nobody wore a uniform or carried a rank. Status came on the basis of one's abilities to get things done. Rickover held you accountable. It was intimidating because the way he held you accountable was to come shouting into your office, 'You're a stupid idiot, by God!'"

More than once Rickover shouted that Keller embodied a major threat to the development of nuclear power. Rickover's group was designing the first land-based nuclear power station. The admiral's obsession with detail extended to reading the correspondence of all 80 of his officers before the letters were sent.

As a University administrator, Keller sometimes has been criticized for knowing

too many details, showering people with facts and figures. "I was never sure why people would criticize me for having the facts," Keller says. It may be that, since he never takes notes at meetings or speaks from notes, Keller's command of facts and figures strikes some as a manipulative parlor trick. "Figures and facts sort of stay in my head," he says. "It may come from the way engineers think about things. I find that when I'm standing up talking and need a figure, it's there."

The best thing about serving with Rickover was the "tremendous sense of institutional pride and loyalty in the group," Keller says. "We all tell stories about Rickover, and those stories are a bond among the people who worked for him." But the Navy, Keller realized, wasn't a good place for someone who wasn't interested in nuclear power, oil refineries, or weapons. Keller left to go into a brand new field of research, bioengineering—a way of applying the techniques of engineering to the practice of medicine. The new field pioneered the development of artificial organs.

"It was a wonderful area because nobody had worked in it before," Keller says. "Broad brush strokes had an effect; you didn't have to dot the i's. It was a big change from the Navy. And the idea of helping people was a relief."

He did his graduate work at Johns Hopkins University, also getting involved with the campus chapter of Students for a Democratic Society (SDS). "At that time SDS was very much involved in the civil rights movement," Keller says. He spent a couple of summers teaching fractions to high school kids in a Baltimore ghetto.

With his doctorate, Keller thought of applying to Wisconsin. He remembers his adviser's exact words of advice: "If you're willing to go that far, why don't you go to Minnesota? It's a better school." Keller located Minnesota on a map. "It looked like a terrible location, really, but I discovered the department was terrific, the center for modern chemical engineering science in the country." He applied.

Keller flew to Minneapolis on a below-zero day in February for a job interview. He heard no apologies for the weather

from Neal Amundson, the department chair and a legend in the chemical engineering field. "Neal, I think, could never understand why anybody wouldn't be interested in Minnesota," Keller says. After two days of the most intense grilling he's ever experienced, Keller was offered the job.

Amundson, now Regents' Professor Emeritus of Chemical Engineering, recalls that Keller "was more mature than the usual chap you hire as an assistant professor. He knew the score. The typical assistant professor has just emerged from concentrating on a thesis for four or five years. They're pretty green and raw, and it shows."

"Keller was an extremely good talker even then. He liked it. He's never happier than when he's sitting around a table talking to people. He also had broader interests than faculty members who are fundamentally research scholars. He was always interested in the big picture. A lot of researchers have no interests outside their laboratories."

Amundson, as architect of the nation's top chemical engineering department, can't keep a slight note of regret out of his voice when he talks about Keller's scholarship. He believes Keller could have been among the elite researchers elected to the National Academy of Sciences, had he singlemindedly pursued his lab work. "He took another road," Amundson says, "and it's a good thing for the University he did."

**A**mundson set some very high standards. Keller remembers being proud of having three articles published his first year in the department. At a party he mentioned that record to an older colleague. "He said to me in total sympathy," Keller recalls, "'Gee, don't feel bad, it's bound to pick up.' There was no fulsome praise. There was a great deal of honesty in assessing progress, and you set your sights a little higher than you might be inclined to do yourself."

Chemical engineering, a top-rated department in 1946, is still rated best in

## **"He's never gotten away from the enterprise of inquiry and research and theory. That always comes across in the way he uses words and examples."**

the nation. "I have that model," Keller says. "I've known what constitutes high quality, and I know it can happen here at Minnesota. I see other places around the University that have that same kind of pride—places like geography, economics, and the Institute of Child Development. You can do a lot more when you believe you're part of something good. You need that in academia as well as anywhere else."

Even as an administrator, Keller still identifies himself as a faculty member, according to Fred Lukermann, dean of the College of Liberal Arts. "He's never gotten away from the enterprise of inquiry and research and theory," Lukermann says. "That always comes across in the way he uses words and examples."

As a fresh-faced faculty member, Keller's first enterprise was helping establish the new field of bioengineering. One of the initial hurdles was finding ways to work cooperatively with surgeons, traditionally some of academia's most independent residents. In those days surgeons tended to view bioengineers as their technicians, people who built gadgets to solve problems the surgeons defined. The difficulty was that surgeons didn't always have the knowledge of physics and chemistry to define the problems.

Keller hooked up with Perry Blackshear, a mechanical engineer with a similarly assertive personality. Keller recalls Blackshear saying "in his wonderful Georgia accent, 'Ah mahself will nevah be an Uncle Tom engineer.'" They began to collaborate with surgeon Eugene Bernstein. "I felt we had finally reached the state of understanding," Keller laughs, "when Gene would begin a conversation by saying, 'I'm only a humble surgeon, but . . .'"

Some indication of the success engineers have had in their medical ventures is that the American Society for Artificial Internal Organs, predominantly a physicians' group, has had four engineering presidents in its twenty-year history. Two of those presidents were Keller and Blackshear.

Keller's research involved determining what materials are compatible with blood. In contact with artificial materials, blood

can become deformed and damaged in complex ways. Keller isn't at all surprised that artificial heart recipients have been plagued by strokes. "My view is that the materials of the artificial heart produce a clot, which goes to the brain. Any of us would have predicted that."

He calls the artificial heart surgery thus far "premature." But someday soon he believes artificial hearts will be viable—a reversal of the opinion he held until recently. "I didn't believe the power source problem would be solved," he says. "I was wrong. An implantable battery is now in animal testing. We're within striking distance on the artificial heart." That is also the opinion of a report just finished by a National Institutes of Health (NIH) committee on heart devices, one of two NIH committees that include Keller as a member.

Keller must be one of the few university presidents in the country who still supervises a graduate student and has research papers coming out under his name. With some regret, Keller acknowledges that he'll have to curtail those activities now that administrative work monopolizes his time.

Friday, 3 p.m., Keller consults a pocket card that tells him his next appointment is with an official from the state's Higher Education Coordinating Board (HECB). The official is asking that Keller support an HECB agenda to discuss the missions of the state's higher education systems. With minimal irritation, Keller refuses. He says bluntly that the HECB has been "hiding in the bushes" on supporting his plan for the University and on speaking out against the devastating effect of proposed tax cuts on higher education. "I've laid our plan on the table, and I'd like HECB to take a public position. My board is looking for a response." The HECB official apologizes, then agrees that taking a public position would help HECB's image as a supporter of higher education. He leaves, promising that HECB will consider a stand at its board meeting next week. The meeting with Keller is over in twenty minutes.

Making a point with Keller takes

energy, says Pat Swan, a professor with long experience in faculty governance at the University. "You must be informed, logical, and willing to press your point," she says. "I've had to pound the table sometimes and repeat my point, not because he wasn't listening but because he wasn't accepting my logic. He has a vision of the University. If you can make your points within the framework of that vision, it's perfectly possible to make your case. I don't agree with everything he says, but having a president with visionary leadership, someone concerned with focus, quality and the future of the University—that I find exciting."

**D**ean Lukermann admits he enjoys a good argument with Keller. "The most interesting thing about Keller is his intellect," Lukermann says. "He has a very broad base of knowledge and gets a lot of fun out of intellectual repartee. I use that word deliberately because arguing with him can tend to be a fencing situation. There is counterpoint. He's bright, quick, decisive—and the result can often be the verbal equivalent of touché."

It seems that word of those verbal skills boosted Keller from the faculty to his first major administrative post as associate dean of the graduate school in 1973. At the time he had served on only one University-wide committee. Graduate School Dean May Brodbeck, whom he had never met, had heard of Keller and invited him to become her half-time associate. She said it was a terrific deal because he could test his liking for administrative work while keeping his ties to chemical engineering. But within three months Brodbeck had departed for a vice presidency at the University of Iowa and Keller was the full-time acting dean.

Keller told everyone he wasn't interested in the permanent deanship. Then he discovered he felt disappointed when it wasn't offered to him. He liked administration. "He's good at it, whereas I am patently bad at it," says Rutherford Aris, who delightedly turned over the chair-

manship of chemical engineering to Keller when Keller returned from the Graduate School. (Amundson had left for a new challenge at the University of Houston, saying, "It's time for you guys to be on your own.")

Keller plunged into faculty governance, chairing the major faculty consulting committee with the administration, and becoming the first official faculty lobbyist at the legislature. In 1980 he was named vice president for academic affairs, becoming the University's number-two administrator during one of the most critical times in its history.

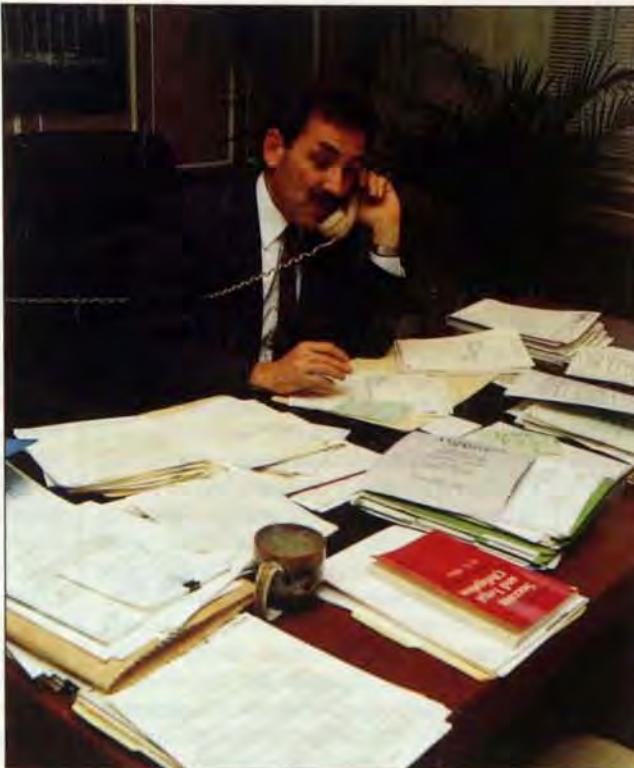
A recession in the early eighties dropped state revenues enough to put Minnesota in the red. That's illegal, according to state law. All branches of state government had to return allocated funds. The University's share was \$26 million.

"Some people don't know how close the University came to disaster," Lukermann says. "Keller held the deans to the grindstone and forced them to make some hard decisions." Believing that an across-the-board cut could ruin some excellent programs, University administrators required selective cuts. Keller supervised the development of criteria to determine a program's importance to the mission of the University.

Keller recalls it as a time when he had "an enormous thirst to really know what was going on." He examined every program at the University. After talking with the deans, he ranked the programs in priority. Then there was more discussion about whether the list reflected the criteria for importance.

"Someone had to put it down on paper," says Swan, who, as chair of the faculty's Senate Finance Committee, met weekly with Keller at that time. "Keller took the heat off the deans and focused it on himself."

"I think the striking thing was that, at the end, there was very little controversy about which programs were appropriately categorized," Keller says. "It is possible to determine quality. The controversy came



Keller's 60- to 80-hour work weeks usually include an hour or two of desk work at his Morrill Hall office.

in deciding what to do about programs of lower priority."

Keller also determined how much money each dean would have to return to the state. Liberal arts was one college that was cut heavily. "He can make decisions," says Dean Lukermann. "They're not always popular decisions, but at least you get decisions, and there is no doubt he listens to you and deeply considers what you have to say."

**K**eller got his first taste of presidential duties in the summer of 1982, when C. Peter Magrath took a sabbatical at a lake cabin. Keller filled in during the leave. When Magrath resigned to take the presidency at the University of Missouri, Keller became interim president starting in November. While the regents considered more than 300 nominations, Keller took his charge as "acting president" to mean *acting* like a president. That culminated with his plan for the future of the University; a little more than a month later he was named president.

Friday, 3:45 p.m., Keller starts talking about Mozart in a phone call with musicologist Susan McClary, acting director of

the Center for Humanistic Studies. He wants McClary to speak at one of the monthly dinners Keller hosts for faculty at Eastcliff, the president's home. The idea is to help faculty from different disciplines meet one another. A computer randomly generates 65 invitations a month. "At that rate, by 2010 I'll have invited the entire faculty," Keller jokes.

"There are a lot of faculty," he says. "Figuring out how to give them a sense of belonging is one of the biggest issues at the University. People are used to the isolation of their departments. Isn't that a shame? Most of us are attracted to the University because all these things are going on. Then we don't take advantage of the diversity."

Back when he had the time, Keller used to fight that tendency by sitting in on classes. Professor Mischa Penn was teaching a popular course called Science and the Humanities when Keller turned up outside his office door, waiting in line with the other students. Once he came through the door, there were some no-holds-barred discussions, Penn recalls. "I believe it may be good for science and the humanities to be separate. Keller wanted to push for a more unified view. Those conversations helped me intellectually. The thing that struck me was our mutual concern for the importance of education and the difference that universities can make."

One discussion concerned Matthew Arnold's nineteenth-century essay on science and culture. "Keller began to recite Arnold's poetry by heart, which amazed me," Penn says. "He saw right through to the problem with Arnold, that Arnold believed human nature is static. Keller used to say, 'But you know, people change. It depends on what kind of program you have.' I didn't know what he was talking about until I read his plan a month ago."

*Paul Dienhart is editor of the alumni edition of Update.*

# ACCESS TO QUALITY

Interview by Maureen Smith

## THE RIGHT TO CHOOSE A HIGH-QUALITY PUBLIC EDUCATION, REGARDLESS OF ONE'S RACE OR ECONOMIC BACKGROUND, IS THE BACKBONE OF THE KELLER PLAN FOR THE UNIVERSITY

Kenneth Keller is not just the University's twelfth president. He is a president with a plan. The Keller plan, "A Commitment to Focus," is rooted in the University's long-range planning process. Its 23 specific recommendations are designed to strengthen the University by concentrating on those things the University does best, programs that complement rather than compete with others in the state.

Response to the plan has been mostly favorable. Newspaper editorials have called it "brilliant" and "bold." But some people have raised questions about some of the specific proposals. In a wide-ranging interview, Keller talks about the presidency and the plan. Some excerpts:

**Minnesota:** What qualities does it take to be a university president these days, and how do you rate yourself on those qualities?

**Kenneth Keller:** The big thing that has changed about being a university president in the last dozen years is that you have to manage the university. In the past, presidents could be public figures, spokesmen for the university. Now, because we are faced with a steady-state period when we are making choices and setting priorities, it's not sufficient to make large statements about the future of higher education without having a more detailed sense of what that entails, so you can

make credible judgments about these choices. I think that, in that respect much more than ever before, you need academics to be presidents of universities.

How do I judge myself? I judge myself as an academic, and I judge myself as fortunate in becoming president of the institution where I have spent so much time . . . It gives me great emotional attachment to the place and that makes it a lot easier to work hard here.

Before we get into some of the specifics of your plan, I'm going to give you a chance to make a large statement. Where would you like the University to be in five or ten years? What vision or ideal would you hold up?

My vision of the University in ten years, as I've said publicly, is to be one of the top five public institutions. I want us to be excellent in research and excellent in teaching, but I want that excellence to derive from our responsibilities as a land-grant institution. Our work ought to be equal to the best in the country in terms of scholarship and in terms of teaching, but it ought to be driven by our assessment of the economic, social, and health needs of people, of society, and it ought to result in knowledge and ideas being transferred back to benefit people.

Your plan calls for raising standards at the University. Does that mean excluding some of the kinds of students who are now attending the University? How do you respond to charges of elitism?

We are not denying access so much as providing clear choices. By setting standards, we will establish what it is that we have to offer at the University, what it is we think constitutes a very high-quality education. Any student who wants that challenge will be welcome.

Far from being an elitist plan, it is a plan to offer choice to people and to offer the opportunity for a high-quality education. I think it was a governor of Cali-

fornia in the recent past who said that public institutions should serve for education of the masses—if you really wanted high-quality education you went to a private school. That's elitism. My vision of the University as a public institution offering that choice of high quality is the opposite of elitism, it's opportunity. It's opportunity for people regardless of their economic backgrounds to have the possibility of very high-quality education in the public sector.

You have said that you want to make entrance requirements more rigorous, not in terms of grades but in terms of the high school courses that are required. Would this be a problem for some high schools that might not be able to offer everything the University would be requiring?

Yes, I think it would be today. But one of the reasons for setting those standards is to convey a message to the high schools that this is the kind of preparation one needs to come to the University. The problem we've had to live with is that now if you ask the question, "What is required to get into the University of Minnesota?" the answer is, "It depends," because every college has been different and there has been no clarity.

If a high school doesn't offer the courses, the University would not necessarily turn the student away, but might well say, "You're welcome to come but you'll have to take those courses as remedial courses." One possibility is to make high schools pay for those courses if they haven't provided the opportunity in the school district. In fact, that might be a cheap way for some high schools to provide that kind of training.

What impact will your plan have on minority students? Some leaders of the minority community have expressed concern about the proposal to drop two-year degrees in the General College.

It is important to recognize that we are

not eliminating the General College. What we are doing is eliminating the degree programs in General College and arguing that the fundamental purpose of the General College is to bring students with high school diplomas into our system, to work with them as closely as possible, and to have them transfer into four-year programs in the disciplinary colleges. Our goal is to get more people through four-year degrees in the disciplines.

Far from diminishing access for minority students, we will be serving the minority community even more than we've been able to so far—which is an important issue for me, because if we fail at keeping access for minority students, we will have failed in the program. I've said publicly that if this plan does not both increase quality and maintain access it will have failed.

You've talked about your goal of having the University become one of the top five public universities. How would that be measured? If it's measured in terms of research and graduate education, what does that mean for undergraduate education?

In some sense it is measured in terms of research and graduate education, but we're really talking about the quality of the faculty. The same approach that is going to improve our quality as a graduate institution is going to improve our quality as an undergraduate institution. And we're not leaving that to chance, because many of the recommendations in the proposal are aimed specifically at increasing the quality of undergraduate instruction or at ensuring that our lower-division courses are organized in a way that's considerably improved, considerably more coordinated.

Smaller numbers of undergraduates will mean a good deal more individual attention for them. It will mean that lines will get shortened at the bookstore and the bursar's office. In a number of ways undergraduate education will be consciously improved.

Undergraduate education in a university that offers high-quality graduate education is better because those undergraduates have more opportunities to rub shoulders with graduate students and faculty and work with them in active research. On the Twin Cities campus, we will never have undergraduate education of the kind one would encounter at a small private liberal arts colleges—we might at Morris or one of our other campuses. But we have other strengths.

We offer the opportunity to work in a scholarly atmosphere and the resources of a campus that is one of the leading scholarly institutions in the world.

When you list the three defining characteristics of the University, one is that it is a metropolitan university. Some people read that as favoring the Twin Cities campus. How do you see the role of the coordinate campuses?

When I refer to us as a metropolitan university I refer to the fact that more than 80 percent of our students and faculty are in the metropolitan area. Not to mention that metropolitan area as a very important one would be to lose sight of what must be a very large part of our mission. Mentioning it, though, does not in any way denigrate the coordinate campuses that are not in metropolitan areas. They very clearly do fit into other aspects of our mission, particularly our mission as a land-grant university.

Morris is this wonderful little school that offers a liberal arts education in a setting as small as we usually associate with private schools. In that sense it's rare, maybe unique, in public institutions in the United States. What I have felt is that Morris should accentuate that mission and do what can be done in a small liberal arts college. It can be much more highly interdisciplinary, multidisciplinary. The possibility exists at Morris of creating a different kind of liberal arts education from what we could possibly do in the Twin Cities, and that adds to our choices in the state.

Waseca and Crookston are closely associated with branch stations of our Agricultural Experiment Station. They have nearby offices in the Agricultural Extension Service. It's possible for those two campuses to strengthen their interaction with the Institute of Agriculture, Forestry, and Home Economics to take advantage of their close connection with those other two parts of the institute. I have wanted Crookston and Waseca to be more than simply community colleges but to fit, as I think they do, in the University system by taking advantage of their connection to the University.

Duluth is the land-grant institution in northeast Minnesota. It ought to maintain the same kinds of standards that we have in the Twin Cities. They have some master's programs. I would not suggest that we move to develop Ph.D. programs there, but there is research going on at Duluth, and we should encourage applied research, particularly research that fits the

needs of that region of the state.

Right now it seems that the Twin Cities area is in pretty good shape economically and the rest of the state is in trouble—rural Minnesota, northern Minnesota. What does that mean for the University?

The University has to take the long view, which is that it doesn't restructure itself to deal with a crisis today. On the other hand, it doesn't ignore those crises.

Obviously, the University, with its Agricultural Extension Service, is a key element in responding to the critical problems in the rural sector today. Our research generally helps us deal with the other economic problems of the state, those in the northeast.

But there's something else that has to be considered. The University is suffering greatly in its funding, and one of the reasons has been the state's tendency to specify that the additional resources it is providing to the University must be used to meet some special need of the state at the time.

My great concern is that if we are to respond to the needs of the state generally, we have to be concerned with the health of the University generally. Once we are in that healthy condition, then as crises or opportunities present themselves we can respond to them. But right now our difficulty is that we can't respond.

Part of your plan is to let undergraduate enrollment fall, and you have said it won't be possible to keep the University strong or make it stronger unless the enrollment-based funding formula is changed. Do you have in mind a level of funding that would be needed to go forward with your plan? Are there elements of the plan that could be adopted anyway?

Some elements of the plan might be adopted, but keep in mind that I haven't talked about increasing funding for the University, although in some areas that needs to be done. I've suggested that there's real opportunity here for the state to fund this plan without putting more money into the University, that all that will be necessary for the most part is to keep our budgets constant as enrollments decrease.

If our funding diminishes as our student numbers do, that means we have to fire faculty, and again we'll be faced with having too few faculty for the plan. It has to be understood that this is not an expensive new plan in terms of total



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"Our work ought to result in knowledge and ideas being transferred back to benefit people."



"It's not exciting necessarily to be a president; it is exciting to be a president with an agenda."

additional dollars.

We are very fearful that the legislature may attempt to cut the governor's recommendation substantially to increase tax relief. That's an extraordinary danger for the University, and I must say it would not simply make my plan impossible, it would make any plan for improvement of the University impossible.

There are no miracles. There is good planning, but beyond planning there has to be support.

One thing you've been talking about is using the Permanent University Fund to create endowed chairs. Would those chairs go only to fields that are able to raise matching funds? Would the liberal arts lose out while high tech gained?

First, we intend to make those chairs available to every unit of the University, to be sure, on a matching basis, but on various levels so that there are lots of opportunities. There may be a misperception that it's impossible to raise money in the humanities. In fact, I think you may see that one of the very early chairs comes in the humanities. Secondly, it is probably true that more chairs may go to fields in which additional matching funds are available, but we would not accept matching chairs in areas that were not consistent with our own programmatic plans.

We have made it clear in our presentations that if we find an area of such

importance and priority to the University that it needs a chair even though there are no specifically designated matching funds, we will use our own flexible private funds to create the match internally.

What are some of the first things that would have to happen to put your plan into effect? When might people notice some differences?

I've taken as a kind of par or guideline a two-year time lag for putting these recommendations into effect. But I've said that some could be done much sooner and some will take a bit longer, depending upon which kind of recommendation we're talking about.

We want students to be able to finish up present programs and not be disadvantaged. Some of the things depend upon the natural change in applications, which may take longer than two years. Transitions to new standards require adequate notice. I think we will start working on the plan immediately, but each of the recommendations will require the development of detailed procedures and discussion by the regents.

In a sense this document flowed from my pen, so now it needs to be discussed and fleshed out. But it should start moving. The regents have adopted the general direction, and they've asked me to be president. I put those two together and assume that means we ought to start moving.

Are your own goals as president wrapped up in your plan?

Yes. That's one of the major reasons I took the presidency after going through a period when I wasn't a candidate and then in which I was certainly thinking of other choices. I brought forth my own vision of the University, I found that people liked it, and all of a sudden it wasn't simply a question of taking the presidency, it was taking the presidency of an institution that had a direction I liked, a direction I felt at one with.

It's not exciting necessarily to be a president; it is exciting to be a president with an agenda, one that we've all come together on, and to sense such enormous support. I'm not easily overwhelmed, but the outpouring of support from so many different sectors of the community has been just very, very overwhelming.

This has added so many possibilities to the presidency. Even to think of it as a presidency doesn't capture what it is. It's an opportunity to do something, and to do it for your own institution—that's even more exciting. I'm thrilled about it. I try to stay on an even keel, but I'm thrilled.

Maureen Smith, editor of the faculty/staff edition of Update, has covered the University administration for a number of years. She first interviewed Keller when he was a chemical engineering professor active in faculty governance.

# Great Expectations

By Mathews Hollinshead

Mediator, manager, negotiator, morale-builder, and visionary are but a few of the roles today's university presidents are expected to play

Plato, the very founder of Academe, offered this definition of governance: "the greatest happiness of the whole, and not that of any one class."

According to nearly everyone, the office of president at large public universities in the United States (and elsewhere) is such a demanding exercise in Plato's kind of governance that it seems unlikely Plato himself would be interested in the position today.

A few statistics can make even the most ambitious presidential aspirant tread carefully. The average tenure of a college president, though impossible to determine

absolutely, has been decreasing steadily, from around eleven years in the early 1960s, to seven years in 1974, to an estimated five or six years today.

Current turnover among presidents averages 30 percent every two years. One study of candidates refusing consideration found some who saw the office as the "management of decline." Few presidents serve at more than one school, and having been a college president does not confer automatic status as an authority.

Noted management consultant Peter Drucker has commented that more often than not it's the position, not the incumbent, that should be changed. *Presidents Make a Difference*, a major study released in November 1984 by the Association of Governing Boards of Universities and Colleges, recommends that governing boards periodically review the character of their institution's presidency to counteract what the report saw as a general decline in the position's attractiveness.

Under the circumstances, it is surprising to find that the same studies that yield such a negative view of the presidency also reveal the very high caliber of many of the men and women who aspire to and hold the office. "[We] were all impressed with the high quality of most of the current presidents," say the authors of *Presidents Make a Difference*. "Many presidents are better than the position they hold."

Can it be that the chief executive office

of a prestigious academic institution is really such an unwieldy job?

The answer seems to be "not quite, but in many ways, yes."

According to James Hearn, assistant professor of education at the University, the office of president has become inherently difficult because of the changing nature of universities themselves.

Over the past few decades, according to Hearn, the college and university presidency has changed fundamentally from a charismatic/heroic founder's role to one of mediator, negotiator, and manager. The factors producing that change have augmented the power of almost all concerned except the president, while at the same time have done little to decrease the expectations placed on the president by trustees or regents, faculty, legislators, students, and many other special interest groups.

"No longer are higher education institutions the retreats, the cloistered islands," Hearn says. "They've been penetrated by the government in so many ways, they're so dependent on money from outside" that the prospect for strong inside leadership has steadily decreased, he believes. "Most universities, and research universities in particular, are in many ways the opposite of retreats."

Expectations attending today's college and university presidents seem to derive from those first founder-presidents—men such as William Rainey Harper (University of Chicago), Andrew Dickson White (Cornell), Daniel Coit Gilman (Johns Hopkins), and David Starr Jordan (Stanford). These men and others like them built great American universities from scratch, on the German model of the graduate degree system and extensive research mandates.

The University of Minnesota and other public land-grant institutions were also modeled, in the late nineteenth century, on the revered German model, and many of their early presidents had the same strong character, principles, and opportunity to build an institution from the ground up as their colleagues at private universities.

Ironically, the very prominence and importance universities have achieved may make them hard to govern. Success in commanding research resources, for example, requires constant accounting to all levels of government and to many private support sources.

"From all my understanding of the

studies that have been done of the president's day at large institutions like this," says Hearn, "a remarkable proportion of the day is spent dealing with external forces of one kind or another, whether it's donors, legislators, accrediting agencies, or funding agencies for research grants. The proportion of time presidents are able to spend reflecting about what this institution is and where it's going is remarkably small."

"Another thing the research talks about is presidents' calendars—they have very little control over them. There are many things they absolutely have to do in a given day. They look at their calendar for a given week and find 50, 75 percent of it taken up by responsibilities of committees they chair, or delegations from foreign countries whom they have to meet, or meetings with deans on urgent matters of the colleges, so that they have very little autonomy in choosing what they are actually going to do."

But can't a university president simply insist on some distance? How about a Reagan-style cabinet form of government?

The hard fact of the matter is that a university president, oddly enough, is more accountable than a U.S. president. For one thing, a university president serves "at the pleasure of the board"—a phrase that is also the title of a book on the subject, by Joseph Kauffman, presidential search consultant, professor of educational administration, and former executive vice president of the University of Wisconsin system. University presidents are continuously accountable to a small group of powerful regents, while having to retain the trust and respect of the rest of the university. Political candidates are accountable only at election time, and even then their electorate is anything but small or unified.

Lest all these demands seem impossibly bleak, mitigating circumstances may exist in Minnesota.

**O**ne of the things that was very surprising to me," says Professor Hearn, "was that, the first year I arrived here, President Magrath had just come back from spending a summer reading, pretty much, on sabbatical. I had never heard of presidents being able to escape that way." And Magrath was a president widely known for his consensus style of leadership.

Hearn thinks that the cooperative political traditions and relatively homogeneous population of Minnesota as a state make the University president's job easier as well.

**N**evertheless, he says, "the pressures from funding agencies and external forces have to be communicated somehow to the level of the individual departments, the faculties and colleges, so the presidents have to play that mediating role one way or another."

The need for a negotiator was amply demonstrated during the retrenchment in 1981 and 1982, when the University was forced to allocate budget cuts totalling more than \$40 million over a four-year period. But the retrenchment also demonstrated that, when an institution has strong planning, the president's role is much more effective and workable.

There is substantial scholarly literature on the college and university presidency, some of it written by former presidents. Few serving presidents have time to write prolifically on anything, but one of the few who has is Father Theodore Hesburgh, president of the University of Notre Dame. Though as a type of university, Notre Dame has little in common with Minnesota, Father Hesburgh is exemplary, according to a 1972 profile, in that many consider him "the last of the high-profile presidents, as the trend grows toward lawyer-negotiators who blend nicely into the increasingly committee-type structures of institutions whose leadership demands are different."

In addition to his international role as an activist Catholic educator during Vatican II, Father Hesburgh also served more than fifteen years (eventually as chair) on the U.S. Civil Rights Commission and in 1964 received the Medal of Freedom from President Lyndon Johnson. The role of manager-president doesn't permit such latitude, and it is tempting to think of Hesburgh as part of a vanishing breed. But then along comes an S. I. Hayakawa, former California senator and president emeritus of San Francisco State University, or a John Silber, the controversial president of Boston University, to prove that strong personalities can still make their mark on their own institutions and, in general, on the community that supports them.

Whatever happens to the office of the

presidency and whoever occupies it in the next decade, it is not likely to get any easier. Among the external factors that will affect universities and thus their presidents, says presidential search consultant Joseph Kauffman, are "changing demography in the nation; the state of the economy, caused partly by high interest rates, uncertainty about energy costs, unemployment, and a lack of growth; and the lowered sense of the value or priority of financial support for nonvocational postsecondary education."

Among internal factors, he cites "the increasingly complex and diffuse governance arrangements that confuse accountability; the growing constraints on administrative leaders; the era of no growth or cutbacks, which confounds assumptions about collegiality and democratic decision making; and the critical problem of faculty morale, which must be renewed if institutions are to be renewed and survive spiritually."

**T**he major challenges Kauffman sees for this decade are university-industry relationships, which are now demanded just as university-agriculture relationships were called for a century ago; quality and standards, including a resolution of the confusion between equality of opportunity and excellence of achievement; and liberal arts and the general education. "As students line up to get into business, computer, and engineering courses, and as programs are retrenched in the humanities, academe still must face the question of how to renew a free society through a common core of liberal learning," says Kauffman.

All these considerations have strong implications for leadership and mean more than finding the right man or woman for the top position. Leadership, says Kauffman, will have to be politically effective and visible, and it must cherish "the essential value of educational institutions and their potential for dignifying humankind and shaping its destiny."

Those terms describe a position and a conduct more broad and elevated than the manager-mediator presidency toward which universities seem to have been evolving.

Plato, we're ready.

*Mathews Hollinshead is editor of The Cornerstone, a quarterly publication of the University of Minnesota Foundation.*

One week after he was named University president, Kenneth Keller flew to Washington, D.C., to chair a National Institutes of Health conference on blood interactions with artificial organs. He returned home three hours after his wife, Bonita Sindelir, flew to Kansas City as part of her job as associate University attorney.

"That kind of thing happens frequently," Keller says. "Any number of people who have been in positions like this have told me that, somehow, you have to make time for private life. You have to arrange it rather than leaving it to arrange itself. I think I take that seriously, but I can't say we've yet worked it out."

Another motivation for finding more time to be together is their 28-month-old son, Jesse. The couple is looking forward to moving into Eastcliff, the presidential mansion on East River Road, in July. It's a good home for a child. The grounds are fenced with a swing set in the backyard. Instead of going out so much, Keller and his wife can entertain at home.

The situation is not without anxiety. Last fall Sindelir woke up from a nightmare. She had dreamed that they had been invited to stay the night at Eastcliff—the Magraths were still living there. They went upstairs to bed and walked into a cavernous room with missing floorboards. Jesse went running off, and Sindelir chased after him. She had almost caught up to him when he fell through a crack in the floor. She woke up just as Jesse was about to hit a concrete slab in the middle of a grassy area. "You don't need a Freudian analyst to figure out what that one means," she says.

It helps that Sindelir feels a strong connection to the University. She's spent more time studying and working at the University than she's spent in her hometown of Pitt (pop. 7) in northern Minnesota. Both her bachelor's degree in English and her law degree are from Minnesota. She's worked as a student clerk in the University's health service, a secretary in the Office of International Programs, an assistant to the dean of the Graduate School and, finally, a University attorney.

A potential conflict of interest occurred when Keller became vice president for academic affairs. Sindelir's duties as a

# NOT SO PRIVATE LIVES

BY PAUL DIENHART



Keller and his wife, Bonita Sindelir, a University attorney, found themselves together—a rare occasion—at an Eastcliff luncheon.

Taking time for  
family life  
is sometimes a  
working couple's  
most difficult  
challenge

University attorney were juggled so she didn't work on any cases that required administrative review. That arrangement still holds. She hasn't yet decided how her duties might change as the wife of the president. "She will decide that herself," Keller says. "Each time there's a job change it takes a good deal of time to figure how to work your own life into it."

In Keller's rare free time, he plays tennis or reads for pleasure—most likely nineteenth-century English literature. Trollope is a particular favorite. "It's a rich kind of prose, and I also like the way Trollope used to dig at Dickens so much." If he really wants to relax, Keller will head to the Walker Art Center, of which he is a board member. "I feel very good walking through the Walker," he says. "It stimulates parts of my brain that aren't stimulated by what I do all day long and absolutely relaxes me."

Keller talks with pride of his two sons from his first marriage. Drew is a graduate student in classics at Princeton University, with ambitions to teach. Paul is finishing a chemical engineering degree at Johns Hopkins University and is interested in research.

At least once or twice a year, Keller tries to go with his sons or his University friends to northern Minnesota's Boundary Waters Canoe Area, canoeing in the summer and snowshoeing in the winter. "Keller introduced the concept of

gourmet cooking on the Gunflint Trail," says Mischa Penn, a professor of anthropology and a close friend of Keller's.

Once Keller and his son Drew had to pull Penn out of the lake he had fallen through while snowshoeing. "It was the trip back to the cabin that I especially remember," Penn says. "They cracked jokes, and we sang songs. Ken was very supportive and helpful. I always feel very calm and good around Keller. He never gets tired. You can push all day with him, and he never complains."

The job of president of the University of Minnesota will probably be an even greater test of Keller's—and Sindelir's—stamina.

Paul Dienhart is editor of the alumni edition of Update.

# Richard M. Cyert

## A President's Perspective

One of the major jobs of the chief executive officer of any organization is to position the organization so that it can solve the problems of the future while continuing to operate successfully in the present. To position the organization properly, it is necessary to look ahead, even though no one can predict the future infallibly.

A new president of a major university, as he or she faces the future, will see a number of problems. In the following paragraphs I present a number of suggestions for preparing effectively for the long run.

In my view the crucial problem is maintaining the attention of the faculty, and of all those concerned with the university, on achieving excellence in the two primary tasks of a university—disseminating knowledge and creating new knowledge. There is no way to avoid the fact that financial problems will increase for all higher education institutions. The danger to the university is that these problems will divert the members of the organization from concentrating on its two primary tasks.

The major variable creating the financial pressure is demographic. As everyone knows by this time, fewer and fewer students will be graduating from high school, for a significantly long period into the future. By June of this year, there will be approximately 15 percent fewer high school graduates in the country than there were in 1978, and by 1992, about 26 percent fewer. The result will be lower enrollments and greater financial pressures.

In addition, the federal government is attempting to reduce financial aid for students to attend college, and state legislatures are looking for ways to balance budgets without raising taxes. Proposed tax reform legislation, if passed, will reduce the incentives for private individuals to give funds to nonprofit organizations. The result spells financial difficulties for universities.

Within the university there will be fears that departments will be eliminated and that the size of the faculty will be reduced. In short, we will see an organization in which all of the participants are concentrating on financial survival. The danger in such a situation is a lack of

attention to the real goals of a university—excellence in teaching and research.

A president's major job is to do those things necessary to switch the attention of the faculty from the financial exigencies of the moment to the improvement of the university. This effort of maintaining the proper concern for excellence in teaching and research will be a critical part of the president's job, because without dedication to these goals a university disintegrates.

A second area of grave importance is positioning the university to lead in adopting new technologies for education and research in the university. As is quite evident, developments in computers are rapid, and hardware as well as software are changing with great frequency. Yet it is probably true that the changes we have seen will be small compared to those that will occur as we approach the next century.

A major university has to lead in adopting new technologies. In addition, the university must be on the leading edge of developing knowledge so that it quickly can take advantage of leadership opportunities in particular disciplines, as those disciplines change. Only in this way can a university do the best possible job of education, and only in this way can its research lead industry and contribute to society.

Another area in which a president must exert leadership is in developing curricula. In professional schools the faculty generally wants to increase the number of required professional courses. In addition, students in professional schools want courses that have immediate relevance for their desired field of work. Students and faculty who are specialists may easily lose sight of the concept of general education. A president needs to take the lead in developing a deeper understanding of education on the part of the faculty and in designing the procedures by which, after proper study, curricula are modified. Further, a president must create an environment in which the concepts of general education are appreciated and integrated into the curricula of the various professional schools.

The fourth problem a president must face is shaping an organizational structure that will result in an innovative university. There is relatively little need in American higher education for a university that is like every other one.



Richard M. Cyert, a 1943 graduate of the University, is president of Carnegie-Mellon University (CMU) in Pittsburgh. A native of Winona, Minnesota, Cyert earned a doctorate from Columbia University. He joined the CMU faculty in 1948 as an instructor in economics, later serving as head of the department of industrial administration and dean of the Graduate School of Industrial Administration. An economist and management theorist, Cyert became president in 1972. During his first year he was credited with turning a \$800,000 deficit into a \$150,000 surplus on a budget of about \$40 million. He was one of three finalists for president of the University of Minnesota in 1974, but he withdrew from serious consideration before the Board of Regents made a final decision.

There is little need for a university that continues to do teaching in the same way that it is done at every other university. There is, however, a great need for institutions that will lead in finding new ways to do old tasks. Creative management is necessary to improve both teaching and research. A president must strive to build an innovative organization.

Finally, a new president should recognize that the basic managerial job is one of modifying attitudes and shaping the focus of the faculty and the students. Clearly, the president cannot perform all the jobs of teaching and research done by the faculty. What the president has to do, though, is to modify faculty attitudes and capture faculty attention.

To fulfill one of the most important aspects of leading a university, a president must seek and attain congruence between faculty goals and goals of the university. Universities are essentially decentralized organizations, and without strong central leadership, they drift and operate as independent subgroups rather than as one whole.

The challenge to a president is great, but the potential for making a contribution to society is even greater. Courage, foresight, and leadership are requirements for the job, and the cooperation of faculty, students, and alumni is vital if a university is to fulfill its destiny in the twenty-first century.

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