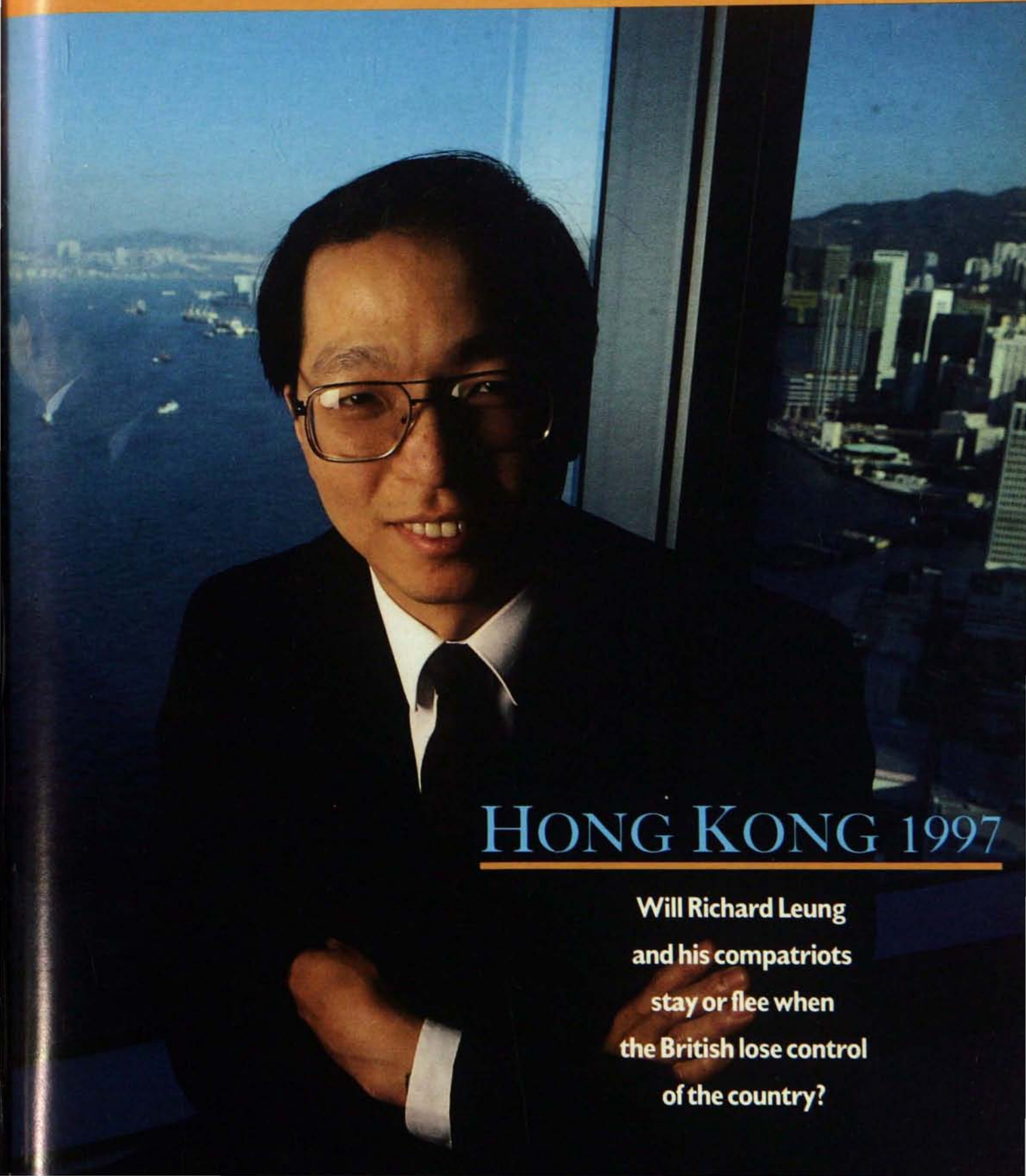


THE MAGAZINE OF THE UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

MINNESOTA

MARCH • APRIL 1989



HONG KONG 1997

**Will Richard Leung
and his compatriots
stay or flee when
the British lose control
of the country?**

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I N F O C U S

Send in the Crowds

BASKETBALL COACH CLEM Haskins and his team slam dunked the "golden" back into Gopher tradition January 26, defeating number-one ranked University of Illinois 69-62.

The night belonged to the Golden Gophers. Here was a team of five men playing on each other's strengths, in Big Ten competition. Here were twelve students who not only made the grade, but who were making it at a research university. Here was old Williams Arena, its floorboards shaking to ski-u-mah. Here was Coach Haskins bear hugging his players after they upset the second nationally ranked top ten team in weeks. Here were 13,000 fans who would not let their team lose.

If sports is an analogy for life, then today all was right with the University's world. The larger University world does not turn according to an athletic game plan, however. A closer examination of our analogy tells us why.

The University's equivalent for Coach Haskins is Nils Hasselmo, a new president who is working hard and has an action plan for the University. If the team is his administration, he's more than a little short—of seven starters, he needs six. If the team is the faculty and staff, he fares better; at mid-year, some 25,000 staff and 3,000 faculty are in place. Plagued by falling morale and salaries, however, they are not a stable force. If the team comprises students, it is 54,000 strong.

If we look at the Big Ten as President Hasselmo's competition, his team stands near the bottom in all respects,

except perhaps performance. He has a bigger team, but less funding per team member; his library facilities are the busiest, but are also among the poorest funded. If computers and microscopes are counterparts to basketballs, a revolution has passed the University by.

Next come two factors that are perhaps the most necessary to our sports analogy: team play and fans.

The five players on the court could not have beaten Illinois three years ago, but they worked their athletic gifts into skills and learned to depend on one another. They made magic as a team, magic that grips those who are associated with it, and that is as difficult to define as the pain that comes with a fall from grace.

Two years ago the University was in that magical time, working toward the goal of becoming one of the top universities in the country. Last year it fell from grace, and a new president and a basketball win haven't put the University together again. The lesson, perhaps, is not that no one is trying, but that it takes time, and resources. You can't create a winning season with even fewer resources—and legislative funding—than before. And it's tough to do it without fans.

All is not right with the University, because a university is not a basketball team with 28 opportunities to win and lose. Students do not play their own game; they lose without fans on their side. If sports is an analogy for life, it's time to send in the crowds.

—Jean Marie Hamilton

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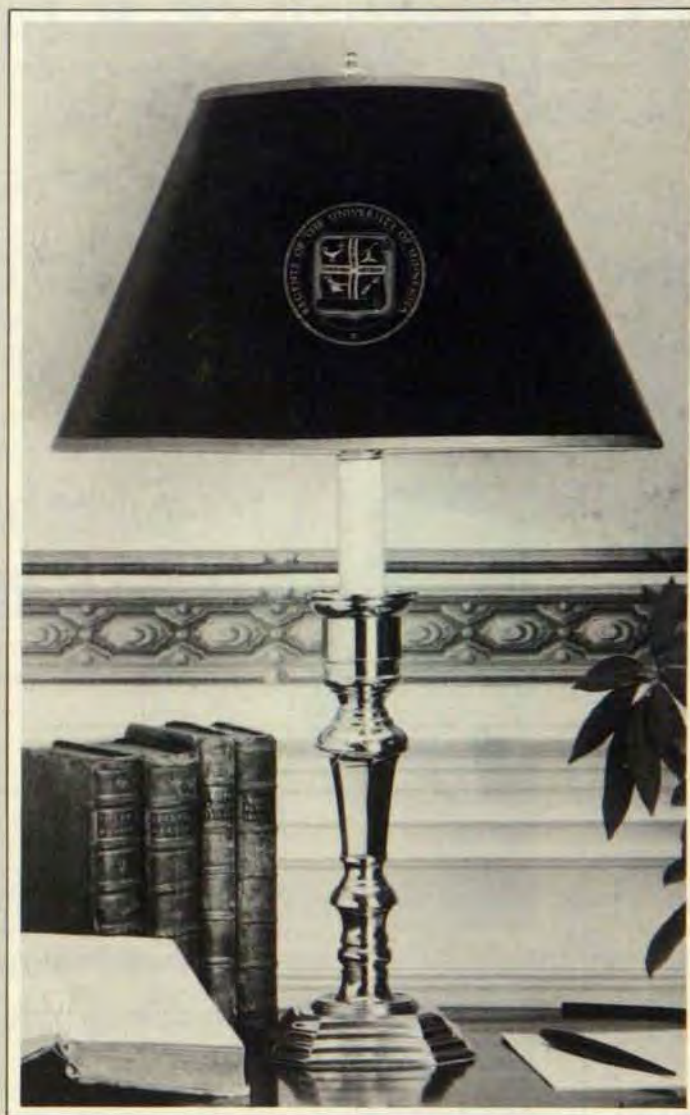
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Chris Niskanen

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Another Country



**For alumni Richard Leung
and James Hurley
who live in Hong Kong,
sunrise 1997 means waking up
in a new country—governed by the
People's Republic of China**



BY MARY GUNDERSON

JULY 1, 1997, will probably be another hot, sticky summer day in Hong Kong. A mid-morning downpour may drench people as they walk from the subway, buses, streetcars, taxis, and private cars to offices in central Hong Kong's skyscrapers.

Richard Leung, M.B.A., '81, plans to go to his office in Citibank's Far East headquarters. James Hurley, M.B.A., '73, expects to be at work in the offices of Duty Free Shoppers International Limited. It'll be business as usual,

except for one thing: on that day, Hong Kong residents will wake up in a new country. Great Britain's 99-year lease will be history, and the flag of the People's Republic of China (PRC) will fly over Hong Kong.

Speculation about 1997 is a daily pastime in the crown colony. In casual conversations and media reports, the talk is of who, what, where, and how. Everybody knows when and why.

There has been little question that the Chinese would decline to extend the lease to the British, no matter how

successful the arrangement has been for both sides. The Chinese, who believe that Britain gained the colony by force, have been biding their time since 1911 for the lease to expire. Many Chinese, including former premier Deng Xiaoping, dream of bringing together all of China—including Macau (the Portuguese colony whose lease expires in 1999) and Taiwan, the Republic of China—under one government.

China has long aspired to resume its sovereignty over Hong Kong and has pledged to maintain Hong Kong's sta-



bility and prosperity.

"The Chinese aren't going to destroy the city," says Leung, deputy head of treasury for Citibank's Hong Kong marketing division. "They are going to make use of all the expertise and infrastructure and try to make it grow further. I never doubt their intentions."

On a rocky island and a stretch of land jutting into the South China Sea, a world-class economy has been built. The United States, Japan, and the European Economic Community each count the colony as a major trading partner. Hong Kong produces more watches than Switzerland, more toys than Japan, and almost as many clothes as Italy. It's also a major financial and tourist center, with about two-and-a-half million visitors arriving every year to shop the factory outlets and the designer shops. Hong Kong Harbor is the third-largest container port in the world after Rotterdam and New York City.

Office buildings are squeezed into an area already jammed with skyscrapers. New ones are fully leased before they are completed, and developers expect to recap their investments in just five years. The colony's population numbers 5.6 million or about 12,000 people per square mile. Hong Kong's roads are packed with cars, trucks, buses. In Hong Kong, a street is always under construction.

One of this city colony's most significant functions has been as a mod-

ern middle kingdom for trade between China and the rest of the world and between the PRC and Taiwan. About 40 percent of China's world trade goes through Hong Kong. Everything, even the water the PRC supplies to the colony, earns foreign exchange. In turn, Hong Kong's manufacturers, bankers, and agents provide about 60 percent of China's direct foreign investment.

A prosperous Hong Kong, therefore, is in China's best interests.

"I like to think the Chinese have a lot of admiration for what's happened in Hong Kong for the last 40 years and will want to use the Hong Kong experience and talent to further their own economic development," says Hurley, vice president and general merchandise manager for Duty Free Shoppers International Limited, a San Francisco-based company that runs duty-free shops in airports around the world.

The Chinese plan to implement a "one country, two systems" mode of government to administer Hong Kong. In "The Hong Kong Solution," a position paper issued by the PRC, the government promises four main points of policy: First, Hong Kong will be a special administrative region directly under the control of the Central People's Government in Beijing. According to the paper, Hong Kong will thus have a "high degree of autonomy... [but] by no means [be] an independent political entity." Second, Hong Kong will be administered by local people, with a

ruling head appointed by the Beijing government. Third, the current system and lifestyle of capitalism and the right to private property will remain in force for 50 years. ("The laws now in force in Hong Kong will be basically maintained. Some laws will become unsuitable for the changed reality," the report says, without further elaboration or clarification.) Finally, free movement of capital is promised to assure foreign business interests.

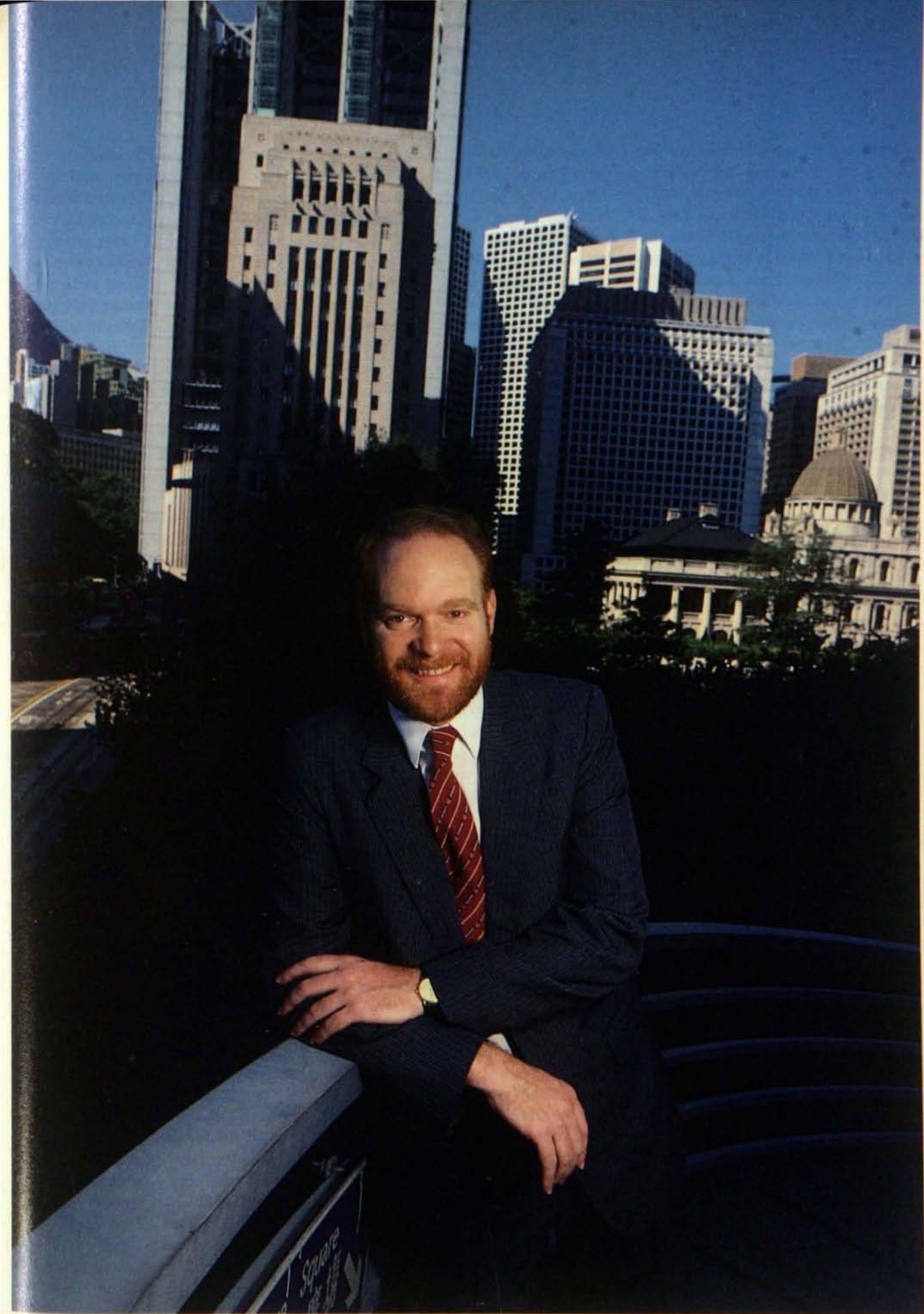
Hong Kong's future is detailed in "The Draft Basic Law" presented in April 1988. The document, written by a committee of 59 people approved by the Chinese government, is to be the lawbook for one of the world's most laissez-faire economies.

Not only is Hong Kong soon to be governed by a society very different from its current one, but it will also be ruled by a country with a recent history of veering sharply from one policy to another. In the last ten years the PRC has shown a gradual new openness to Western-style economic development while maintaining its tenets of socialism and communism. Those with business and personal interests in Hong Kong will be watching closely to see how the policies are carried out.

"A lot of Hong Kong people who either were born here or have lived here a long time, especially the Chinese, are concerned," Leung says. "In China since 1900, there's never been a lengthy peaceful period."

"There is such a steep learning curve for the Chinese to climb—they've been out of it for 40 years. There's a generation and a half that has developed no traditions of commerce, economics, and business."

James Hurley is vice president
and general merchandise manager of Duty Free
Shoppers International Limited.





During that time, Hong Kong has achieved a jaunty success that isn't a formula, but rather is a product of low taxes, a colonial government that has interfered minimally in business, and a people who tend to value education and seize opportunities. Entrepreneurial success stories abound. In Hong Kong, everybody seems to be doing business, from the man who sells goldfish and grasshoppers on a Wanchai street corner to the president of the Hong Kong and Shanghai Bank.

It's a city of immigrants, most of whom have their roots in the adjacent Canton province. The British gained control of the land mass called Hong Kong in a series of three treaties from 1854 to 1898. During waves of unrest in China, people have come to Hong Kong seeking a better life and prosperity in what they called the "Golden Mountain."

Leung was born in Hong Kong. His life is an example of the many residents of modest means who have become successful. After high school he worked

slump shortly after the signing of the Sino-British Joint Declaration in 1982, Hong Kong has since bounced back. The key players are changing, putting the city in economic, as well as political transition. The PRC is ever-more visible: The new Bank of China building dwarfs every other skyscraper, including the nearby Hong Kong and Shanghai Bank. "Overall everything is growing and who controls the activity is changing," Leung says. "Britain has a smaller share of the market and is playing a smaller and smaller role in the society. The role played by mainland China is growing, and the Japanese are more and more active."

Hong Kong's economy continues to expand, ensuring its status as one of Asia's four little dragons, the newly industrialized countries supplying many of the world's consumer and industrial goods. (The other three countries are South Korea, Singapore, and Taiwan.)

"Businessmen are very pragmatic," says Leung. "They go wherever they can make money. Nine years is long

rich, who are leaving now."

Although no one has exact figures, an estimated 45,000 people left Hong Kong in 1987. Canada, especially Vancouver and Toronto, is the number-one destination. The Canadian government has made policies designed to attract Hong Kong's entrepreneurs to invest in Canada. Australia is the second-most popular destination, followed by the United States and the United Kingdom. Some people gain citizenship from those or other countries and return to Hong Kong, but Leung discounts the importance of this. "My gut feeling is that probably less than half will ever come back. Once families have settled down, they won't want to be uprooted again," Leung says.

Farewell parties have become a regular ritual among Leung's colleagues at the bank. "Of my friends, 60 percent are talking of leaving. And 20 percent more are probably going and not talking about it. It's terrible. It's all anyone ever talks about," Leung says.

As for Leung himself, he says, "If I tell you I've never thought about it, I'd be lying, of course. I did think about it but I decided to stay. I seem to enjoy working in Hong Kong, and I also see a lot of opportunity. Many people are leaving, and only a few of us are left behind. As long as the economy is growing, there should be more jobs and more opportunities with fewer experienced people in town to fill them."

Then he adds with a smile, "I'm an exceptional one."

Every day there's news of Hong Kong's people leaving. Want ads advertise for secretaries, office managers, and mid-level positions in every kind of industry. "There are skeptics in Hong Kong who don't believe the commitment of Beijing, and it's reflected in an immigration situation that has reached almost crisis proportions," Hurley says. "That's the biggest indicator of how people feel. They are voting with their feet."

Hurley says he notices the effects on the tourism industry, as well. "Not only Duty Free Shoppers, but the whole tourism industry is losing a lot of mil-

"Many people are leaving, and only a few of us are left behind. As long as the economy is growing, there should be more jobs and more opportunities with fewer experienced people in town to fill them. I'm an exceptional one."

for six years in a bank to earn money for a college education at the University of Hawaii. After receiving his M.B.A. from the University of Minnesota, he decided he'd be willing to work anywhere in the world. Citibank interviewed him and sent him home to Hong Kong.

Since 1981, Leung has witnessed a shifting business environment in Hong Kong. Though there was an economic

enough, two years is long enough. I'm not concerned about capital outflow. I'm concerned about the brain drain."

Even as Hong Kong is at its most energetic and vibrant, the colony is losing some of its most talented people. "Previously only the rich were leaving," Leung explains. "The professionals didn't start leaving in huge numbers until 1981 or '82. It's the middle class, who are well educated but not super



le management," he says. "People in some of the more creative areas such as advertising are leaving in large numbers."

If staying has its risks, so does leaving. A Hong Kong fireman says he has applied to emigrate to Canada, but hopes his application is not accepted. The reason? Life is good for him, his wife, and young son in Hong Kong. He has friends who've gone to Vancouver and not found jobs as firefighters. Instead they work as gas station attendants and grocery store clerks. "If I'm rejected then I'll at least know that I tried," he says.

So far, the PRC government is taking a moderate course to reassure the Hong Kong Chinese. Hong Kong isn't the final goal for the Chinese. Its other unfinished business is Taiwan, whose government also claims sovereignty over China. The only thing the two countries agree on is that one day they will be ruled as one. The PRC's plan is to make Taiwan a special administrative region in the same way that they expect to run Hong Kong.

"The Chinese are making a big deal out of taking back Hong Kong," Leung says. "The whole world is watching. Taiwan knows about it. China is trying its best to make Hong Kong prosperous. If they don't keep their promises to Hong Kong, they will have no hope of taking back Taiwan."

The Chinese have much to gain from Hong Kong's continued success. "I have to think that the Chinese this time don't want to be on the outside looking in or the inside looking out," Hurley says. "They want to join the economic revolution that's taking place out here."

The Chinese are not uninitiated in business, but until the 1980s, their government policies did not focus on business.

"There is such a steep learning curve for the Chinese to climb—they've been out of it for 40 years," Hurley says, noting that many successful businesspeople left China for Hong Kong and other places at that time. "There's a generation and a half that has developed no traditions of commerce, eco-

nomics, and business. That is the biggest single problem after policy direction."

For example, the newer international hotels in China are run from the middle level up by people from around the world, but principally from Hong Kong. The same thing is true in other industries. When Hong Kong Chinese are involved, they have the advantage

"Businessmen are very pragmatic. They go wherever they can make money. I'm not concerned about capital outflow. . . . I'm concerned about the brain drain."

of shared traditions and language, as well.

"Maybe in ten years time, the Chinese will be able to run hotels with the best of them," Hurley says. "But can you imagine having no business traditions and being 40 years old and confronting a whole new set of rules?"

Hong Kong represents a positive example for some Chinese, but not everyone in the Chinese Communist Party supports opening China's economy to Western influence. If these forces were to come into power, Hong Kong could be a focus for their displeasure. "The view could be taken that Hong Kong is not an economic miracle, it's a city on the capitalist road," Hurley says, describing one scenario. "The values that more traditional communists espouse are being trampled on here, and it's a place to clean up."

Still Leung expresses optimism. "It'll be a place to learn from and to spread the Hong Kong miracle into other parts of China," he says. "Whether they can do it depends on the next ten years and how much they learn from a capitalistic society."

For international businesses, beginning in 1997 it *may* be easier to do business with China.

"China is a big untapped market and

getting in is not easy," Leung says. For example, Citibank has been negotiating to open its first branch in one of China's nearby special economic zones. In 1997, Citibank will have at least 30 more branches in China, the number of branches it now runs in Hong Kong.

For Hurley's business, what happens with tourism is critically important. Both Hong Kong and China are

popular travel destinations, and Hurley doesn't think that will change in 1997. "For visitors the appeal of coming to Hong Kong will still be there," Hurley says. "A lot of people come to Hong Kong because it's part of China. Now it's *really* going to be part of China."

"If the authorities leave the business to manage and control itself, it will be positive. If we get some overly meddling authority from Beijing trying to control this industry, then it's trouble. There simply won't be the talent to deliver the service this city is known for. When that starts to happen, the whole thing will unravel," Hurley says.

Most people who speak of 1997 express positive and negative views in the same breath. But most also agree that the special summer day in 1997 won't be much different from the day before in Hong Kong.

Indeed, it will take years to determine the outcome of both the promises of the Chinese and the decisions of Hong Kong citizens. Richard Leung's decision to stay is but one of millions that will be made because of the political reality of 1997. His confidence will be shared by many other individuals, governments, and businesses.

Says Leung, no doubt speaking for all those others, "I hope I'm right." ◀

THE GOVERNOR'S BLUE-RIBBON COMMISSION

By Paul Froiland

RECOMMENDATIONS
FOR PUTTING THE
UNIVERSITY'S
HOUSE IN ORDER

PERHAPS OVERSHADOWED by the recent selection of Nils Hasselmo as new president of the University was the report from the Blue-Ribbon Commission on Financial Management of the University, which was made public December 1. The commission was appointed by Governor Rudy Perpich on March 22 to examine problems of financial management that became apparent in the wake of the Eastcliff renovation cost overruns and the discovery of a private "reserve" fund, which resulted in the resignation of President Kenneth Keller.

Perpich enlisted a distinguished panel of experts to look into the issue and make recommendations. The commission, led by Edson Spencer, the chair of Honeywell, Inc., included eleven other members who worked in various industries, professions, and foundations around the state.

It became immediately clear to the commission that the problems that had erupted in the financial arena were, first, not of recent duration and, second, not limited exclusively to the financial realm. The problems were exacerbated considerably by problems of governance, particularly a confusion of roles vis-à-vis the administration and the Board of Regents.

To deal separately with the issue of gov-

ernance, the commission enlisted another group of consultants, which it called senior advisers. These advisers issued a separate report to the commission that was included in the final report to the governor. Signatories on this special report were Harold Enarson, president emeritus of Ohio State University; William Friday, chancellor emeritus of the University of North Carolina; and Arthur Hansen, president emeritus of Purdue and Texas A&M universities.

What the senior advisers discovered was largely a problem of human relations with basic breakdowns of trust and attitude. The president didn't trust the board and vice versa. What ensued was the degenerative spiral such matters typically take: board members withheld important communications from the president; he did the same to them. Board members began to talk out of turn to the media. Various issues became politicized, and board members started supporting narrow constituencies.

The senior advisers recommended several steps to preclude a recurrence with a new president. First, the board needed to re-evaluate its role and reshape its attitude, and the University needed to develop a code that would definitively lay out the duties and responsibilities of board members. Further,

the advisers recommended that only the chair of the board be authorized to speak for the board.

Second the policymaker and chief executive must be understood to be the president exclusively. The line of communication must be from the board through the president to the institutions of the University, or the reverse of that, but no other way.

Third, the board and president need to work in partnership, never adversarially. Board members must stay in communication with the president and vice versa. The president must use regents as a resource and must "demystify" budget and audit reports for them so that they understand the context and scope of financial matters.

Fourth, board members should work for the good of the board at large and not champion causes individually.

Fifth, the process of selecting board members must be rethought entirely, so that members are no longer chosen to represent a narrow constituency. The legislature's recent creation of the Regent Candidate Advisory Council, to recruit qualified candidates for the board, was strongly endorsed by the advisers. They further encouraged a move away from selecting regents by congressional district and a cap of twelve years on a regent's term of service.

Sixth, the recommendation of a study in May 1986—which called for the removal of the president and vice presidents from direct operational responsibility for Twin Cities campuses, with those responsibilities reassigned to a single executive (the "CEO" model)—should be rejected. Instead, the president and vice presidents should continue to have both direct operational responsibilities as well as systemwide responsibilities (the "Dual Hat" model). On the other hand, increased managerial authority should be vested in the chancellors of the coordinate (non-Twin Cities) campuses. These chancellors should attend every board meeting, and a committee should be created to oversee specific coordinate campus needs.

Seventh, and finally, the autonomy of the University must be guaranteed. At the same time, the University must be completely accountable to the legislature, private donors, and to federal, state, and private agencies.

In their concluding remarks, the advisers

cautioned that "attitudes matter profoundly." The Report of the Senior Advisers was incorporated in its entirety into the commission's report.

The other major part of the report was a study by the Minneapolis accounting firm of Coopers & Lybrand, and its recommendations for restructuring the University's finances. Among the major discoveries of Coopers & Lybrand was the need for a chief financial officer (CFO), whom the firm recommended selecting at the earliest possible date after the new president was hired. (Edson Spencer, the commission chair, said later he believed that President Hasselmo under-

"The accounting is much more difficult and will take much more time because it's a very highly technical area and will involve the redoing of some data-processing systems."

stood the urgency of selecting a new CFO, and that he expected one to be named before long—probably before this article sees print.)

The firm also recommended a complete overhaul of current computer-based financial systems. Given the urgency of this need and of demonstrating to the legislature that the University's financial difficulties are swiftly and surely being ameliorated, the firm suggested cloning the best financial management system now in use at a major university of roughly equivalent size and complexity. It was estimated that implementation of a new computer-based system would take four to five years.

Coopers & Lybrand found that during the last twenty years significant accounting and reporting weaknesses had evolved, involving "manual data-gathering techniques, hand-me-down procedures and shadow systems." The financial information systems derived by such methods did not support informed decision-making.

Two other major problems noted were that

academic needs took priority over nonacademic needs, to the detriment of the financial management system; and that the maintenance of the physical plant had been ignored for too long.

The firm made several recommendations to put the University's house back in order, including such basic injunctions as writing down the functions of the board and the president and abiding by them, developing and documenting policies and procedures as guidelines for all financial transactions, and allowing all personnel access to these policies and procedures.

Coopers & Lybrand also advocated an

"I sense an absolutely renewed sense of trust between President Hasselmo and the board. I think it's already there; that's an issue that's behind us now"

internal and external audit, and urged, with the senior advisers, that governance (a function of the board) and management (a function of the administration) no longer be confused.

The firm emphasized the critical need for timing. The 1989 legislature should have the chance to see the implementation plan, and by the 1991 session, several key recommendations should be in place and demonstrably operating.

Edson Spencer, speaking in a later interview, agreed with Coopers & Lybrand that the University must move ahead quickly. "The legislature made it very clear that they expect to hear about and see solid progress from the University on the recommendations that are made in the commission report," he said. "They haven't given 'by when' dates, but the sooner the better. And I think that the necessity for progress to restore the credibility of the University in the eyes of the legislature relates to the financial accountability of the University. The legislature has

been saying that they want to see progress on that, and that, in turn, will tie into budget requests from the University in the future as the University *does* make the progress on those recommendations."

Finally, in its recommendations on organization, the commission urged the University to "implement open, predictable, clear, timely, and rational decision-making processes, concentrating on planning and resource allocation." It urged the establishment of a president's cabinet that would include campus chancellors and top senior staff and recommended eliminating the post of vice president, finance and physical planning. In its place would be two new posts: the vice president and chief financial officer, and vice president, chief administrative officer, who would be in charge of the physical plant, space planning, human resources, and support services.

The commission strongly supported continuing the Commitment to Focus program, the greatest legacy of the Keller administration.

Asked which problem—governance or financial systems—would be most easily addressed, Spencer said, "I think the governance problem is already well on the way to solution. At the regents meeting in January, I challenged the board to do a few things before the [four] new regents are elected so that this board can go out, in effect, having done the dirty work that needs to be done to clean up the governance system—things like describing the responsibilities of the president on one hand for operations management and the Board of Regents on the other hand for policy and guidance. And I think those things can and should be done very quickly.

"The accounting is much more difficult and will take much more time because it's a very highly technical area and will involve the redoing of some data-processing systems."

Spencer was the most positive on the subject of the improvement in trust between the new president and the board. "I sense an absolutely renewed sense of trust between President Hasselmo and the board," he said. "I think it's already there; that's an issue that's behind us now, in my judgment. I think the board understands its role much better now."



THE COTTON FIELDS OF MINNESOTA AND OTHER PROJECTIONS FOR A **LONG, HOT CENTURY**

YOU'VE HEARD THE worst-case scenario of the greenhouse effect: melting ice caps, rising oceans, floundering cities, and withering crops. Indeed, most popular accounts of global warming sound as though they could be cribbed from an old Irwin Shaw disaster movie.

Typically, these scenarios inspire more curiosity than fear. But might the cataclysmic accounts contain some truth? When and where might the calamities strike? How would we cope? What, if anything, can we do now to halt the process of global warming?

Nobody's got the answers just yet. While University of Minnesota researchers grope for clues, many scientific and political unknowns cloud the pursuit. Scientists don't know the extent of the greenhouse effect, the rate at which it may occur, or the significance of its impact. They can't say for certain that the greenhouse effect is even responsible for the measured one and one-half degree centigrade rise in the mean global temperature during the last 100 years. The increase could be explained by historic climate variability, or a phenomenon known as "the little ice age."

Dozens of University of Minnesota faculty in the

colleges of natural resources, biological science, and liberal arts and the Hubert H. Humphrey Institute of Public Affairs are assessing climate change and its effect on the global biosphere, various regions of the world, and the United States, especially Minnesota. They're separating fact from fiction to narrate a more realistic story of global warming's impact. By gathering data on the earth's changes, they hope to convince policymakers to combat the greenhouse effect before it's too late.

Not all scientists share that view. Andrew Solow, a statistician at the Woods Hole Oceanographic Institution in Massachusetts, calls the greenhouse effect mere speculation. He has challenged the notion that expensive, socially disruptive policies are needed to combat global warming, and says that doomsayers' threats have no scientific basis. "Their argument applies equally well to an invasion by aliens from space," he recently wrote. "More seriously, this argument neglects the social costs of overreaction."

That opinion is shortsighted, according to University scientists such as forestry professor Edward Sucoff. "We spend a lot insuring things we think are unlikely to happen. And global warming is something which a lot of people think is likely to happen. And should it happen, it'll be as serious as if one's

**WHAT
WILL THE
GREENHOUSE
EFFECT
BRING?
—
BY
PETER
J.
KIZILOS**

house is burning down."

As researchers are only beginning to understand how natural forces combine to control climate change, the earth sciences are ripe for exploration. "The way in which the whole earth is completely linked together is not completely understood," says Regents' Professor of Biology and Behavioral Ecology Margaret Davis. "One thing we want to do in the global change program is to get a better understanding of how the whole system works."



Scientists do understand, however, what causes the greenhouse effect—the rapid release into the atmosphere of major "greenhouse gases," including carbon dioxide, methane, nitrous oxide, and chlorofluorocarbons. Deforestation and fossil fuel combustion are returning massive amounts of carbon dioxide, the most important ingredient, back into the atmosphere. At current rates, humans will send out more greenhouse gases in the next 50 years than were released throughout all of previous history.

Human activities are tipping nature's balance in the wrong direction, says Davis. "Originally the earth's atmosphere had a whole lot of carbon dioxide in it. Vegetation has drawn that down and turned it into organic material, into oil and coal stored in the earth. And what we're doing is putting this back at a much greater rate than it's being taken back up by vegetation."

Warming happens when the earth's normal atmospheric processes are interrupted. "Radiation from the sun passes through the carbon dioxide in the atmosphere as light, then radiates back from the earth as heat," says Davis. "But it gets trapped in the clouds and by greenhouse gases in the atmosphere and radiates back to earth."

Three major areas of uncertainty continue to muddle predictions of global warming, Davis explains. "First, we don't understand earth systems and the role of the oceans. The oceans might be able to absorb a lot of the excess carbon dioxide. Second, there's political uncertainty; we don't know how much

carbon dioxide is going to be put in the atmosphere. It depends on how much fuel people burn, and how much tropical forest they clear. Third, climate models make different assumptions. The people who work in this field are trying to make them more realistic."

Some current models indicate that the greenhouse effect will be greatest in the mid-continent areas of Asia and North America. That places Minnesota near the center of the region most affected in the United States. Though this could be bad news for important state industries such as agriculture and forestry, it puts University scientists in a good position to document the effects of global warming.

"Climate change is going to become a major national research area," says Alan Ek, chair of the forest resources department. "We are interested in making Minnesota a focus for that because of our very site-specific situation and the fact that we may be very much at risk compared to other regions of the United States."

Last summer's drought caused many Minnesotans to perspire at the thought of regular encores of hot, dry weather. Worry was expressed in frequent newspapers articles discussing the possibility that the greenhouse effect was responsible for the abnormal heat wave. While it's true that drought conditions could be caused by the greenhouse effect, the two weren't necessarily linked, says Dean Abrahamson, a Humphrey Institute scholar.

"Many people think the first manifestation of global warming is going to be an increased number of what had been regarded as extreme weather events," says Abrahamson. "The drought this summer, for example. When pressed, however, climatologists have said you cannot attribute it to the greenhouse effect. But one of the manifestations of the greenhouse effect is an increased frequency of things like that."

The global warming documented so far is just beginning to fall outside the range of historic climate variability over the last few thousand years, says Abrahamson. "There's substantial scientific dispute about whether or not we would move—with 99 percent certainty—out of the historic range. But there's virtually no uncertainty as to the direction we're going and the rough magnitude." He believes that should merit a policy response. "We have to act well before there is evidence that even a blind man can see."

TO LEARN MORE about natural climate changes on geological time scales, Larry Edwards, professor of geology and geophysics, has dug through the fossil file. He's pioneered a more accurate way to date a species of coral residing near sea level. By

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measuring and comparing the relative concentrations of uranium and thorium in fossilized samples, he can guess the coral's age. Knowing that, and where it was found, Edwards can mark sea level at a point in earth history. Since ocean height is correlated with global temperature—the ocean rises in warm times and recedes in colder times—he's able to plot maps of prehistoric weather eons before TV weathermen first walked the earth.

Eventually, his work will provide a baseline of naturally occurring climate change that will be factored into models predicting future change. His work will provide a gauge, indicating whether future warming spells are out of line.

ALTHOUGH INCREASES in mean global temperature since the onset of the industrial revolution in 1860 are documented, long-term effects of global warming aren't clear. Edwards's colleagues at the University want to measure the precise response of vegetation, forests, water, soils, wetlands, and peat lands in Minnesota and around the world to determine the greenhouse effect.

To standardize predictions, they chose the point at which carbon dioxide in the atmosphere doubles. Some researchers conduct field studies and/or use models to see how various plant and animal species respond to changes in climate and nature's balance. Rising temperatures may endanger some species, for example, while others can adapt or migrate.

John Tester, professor of ecology and behavioral biology and director of the Cedar Creek Natural History Area, and T. D. Graham-Tomasi, an economics professor, are looking at the risks global warming may pose to Minnesota's wetlands, which are some of the best waterfowl breeding areas in North America, and lakes and how citizens of the state might respond to any damage. Many Minnesota wetlands and waterfowl may be lost forever if the climate warms too much or too fast, they say.

“We've already seen the draining of hundreds of thousands of wetlands in North America, mostly

for agricultural purposes,” says Tester. “Some also believe flooding has speeded up the process.

“The kind of agriculture might change, too; we might be growing corn and soybeans on the Canadian border and cotton in southern Minnesota.”

Global warming could be especially hard on the hundreds of wetland animals. “The effect would be striking on waterfowl and all kinds of birds that live in marshes: mallards, blue wing teal, bitterns, herons, wrens, the Canada goose population,” says Tester. “Mammals go right along with it: muskrat, mink, otters. But the effect would probably be greatest on amphibians.”

Reductions in wetland acreage could have important economic effects as well. Lowered water levels on lakes could reduce property values and disturb recreational activities in the state. That raises some interesting policy issues.

Graham-Tomasi has developed economic equations to describe just how willing Minnesotans would be to pay to prevent greenhouse warming from impinging on their vacations. He surveys how much Minnesotans pay to spend time near the best water sites versus those of lesser quality. “You can use the observations of people's choices to estimate their statistical willingness to trade income for sites of different quality,” he says. “Then if you have an equation that you've estimated statistically, you can plug in new qualities for the sites—say fish catch rates or surface areas—that might be achieved with some program to improve them.”

Graham-Tomasi's conclusions speak highly of Minnesotan's attitudes toward the state's natural resources. “If those [resources] were at risk,” he says, “they would be willing to pay to avoid the damages.”

SUCOFF, EK, DAVIS, and John Pastor, a forestry professor at the University of Minnesota, Duluth, are also focusing attention on how Minnesota's forests and trees would be affected. Helping them do that is Marvin Bauer, head of the University's remote sensing laboratory on the St. Paul campus.

Bauer is attempting to analyze and interpret data from airborne photography and remote sensors mounted on satellites to study changes in the vegetation and soils in Minnesota. “What we're working on is the analysis of satellite data, which is needed if one is going to follow and monitor climate changes and their effects on vegetation such as forests,” he says.

Satellites produce digital imagery, which includes the spectral characteristics—reflected color—of vegetation that can be analyzed by computer. Bauer



can learn much by studying these differences or changes in plant color. Healthy green vegetation, for example, begins to lose chlorophyll and change color under stress. Bauer can also identify and classify materials such as soils by their spectral images. Pastor's studies have yielded some interesting results, particularly in the responses of two soil types to warmer temperatures. "We've found that in very sandy soils productivity's going to decrease when we go toward a warmer climate, because drought effects become prohibitive for the growth of many species. On a heavy clay soil, productivity will generally go up." Pastor thinks the greatest change would likely occur in the Western Lake Superior region, where many tree species are already on the edge of their climate tolerances.

The response of various earth systems to global warming remains in doubt and thus can't be wholly included in the most sophisticated climate models. One of the biggest unknowns involves various species' ability to adapt to warmer climates. Sucoff is just starting to examine how aspen, Minnesota's most economically and ecologically important tree species, might genetically respond to climate warming.

By examining the effects of rising temperatures on sprouting, or regeneration, in the state's eastern trembling aspen population, Sucoff will determine if temperature is as important in the process as some scientists suggest. In order to develop hardier genetic strains, it's important to know just how much heat a species can stand. "Some of the plants have very wide tolerance, some don't," he says. "We want to know the range of tolerance within our existing populations. Perhaps if it gets warmer, it will have no effect at all. Perhaps 50, 60, 70 percent of the population can do it. On the other hand, perhaps only 2 to 3 percent can."

Forestry, the state's fastest growing industry, could be hit hard if temperature rises too fast. Minnesota's economy at large would also suffer a blow since forestry generates more than \$4 billion in sales every year and directly employs 52,000 people; another 127,000 people have jobs that depend on it. The industry could adapt to change, however, if mature trees such as oak were not affected. Much disruption could be prevented if planners can anticipate the need for change before it occurs, says Sucoff.

DAVIS SPENDS MUCH of her research time studying how the productivity of Minnesota trees such as the sugar maple, beech, aspen, oak, and pine rises or falls with rising temperatures. As a member of the International Geosphere-Biosphere Program (IGBP), she recently prepared

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a chapter on the biotic effects of global warming for an IGBP publication titled "Toward an Understanding of Global Change." She's currently examining the survivability of selected trees, possible migration patterns, and lags in vegetation response to the greenhouse effect.



In a recent paper, Davis concluded that the greenhouse effect could threaten some tree species with extinction. "Even where species are not lost altogether, we face a loss of diversity on a regional basis, as species become extinct in marginal areas," she writes. "The most useful intervention would be the immediate dedication of large areas of landscape as preserves, with adequate provision for corridors for migration of species toward those latitudes where they may be able to survive the climatic changes of the next 100 years."

WHILE RESEARCHERS AND public policy-makers don't all agree on what ought to be done about the greenhouse effect, many claim we shouldn't wait till the problem is acute to act. Researchers at the Humphrey Institute are studying the implications of a public response to the greenhouse effect.

Dean Abrahamson and Peter Ciborowski recently edited an anthology of articles titled "The Greenhouse Effect: Policy Implications of a Global Warming," published by the University's Center for Urban and Regional Affairs.

Abrahamson, a nationally known expert on the subject, is in demand at international conferences on global warming where policy questions are debated. In today's world, made smaller by advanced technology, the social and political behavior of humans influences earth processes in unprecedented ways, he says. "When my grandfather was born, pollution and environmental stuff was junk in the backyard," Abrahamson explains. "Basically it

was a local housekeeping issue. During my time, it went to a regional question. We began to affect, in a measurable way, entire river systems, entire lake systems, large land masses. Now we're affecting global systems."

Ciborowski just completed a report for the state legislature on regulating chlorofluorocarbons, which deplete ozone in the earth's upper atmosphere. Industry uses these gases for refrigeration, solvents, and other industrial products. Foam blowing accounts for about one-third of the total chlorofluorocarbons leaked into the atmosphere. Minnesota was the first state in the union to ban rigid foam packaging. While Ciborowski considers that a good move, he believes the state could do more. For example, he suggests canceling projects such as the Minneapolis garbage burner and NSP's new coal-burning power plant. Coal burning dumps carbon in the air, and garbage burning accelerates methane release.

In June the Humphrey Institute plans to sponsor a conference on global warming in order to brief Minnesota policymakers, industry representatives, and environmental groups on the possible effects of global warming in the state. "The conference will address the question, What can the state do in the next five to ten years to limit emission of greenhouse gases into the atmosphere? The goal is to come up with a five- and ten-year plan for the state," Ciborowski says.

Minnesota's response to the greenhouse effect, says Ciborowski, is "a mixed bag."

Neither Minnesota nor the U.S. government has been willing to fund research on the policy implications and impact of global warming—areas in which the University concentrates its efforts. Says Graham-Tomasi, "Even when there's some degree of concordance in the scientific community, there's still a lack of willingness to go forward with costly programs to control these kinds of things when the benefits are somewhat diffuse and possibly in the future."

Abrahamson is frustrated by the lack of funding for two areas of greenhouse effect research in which the University is quite strong. "There's been an enormous amount of money spent on climatology, the basic physics of the problem. But almost nothing has gone into impact or policy analysis," he says.

Abrahamson blames the Reagan administration for taking a short-sighted approach to the problem. "Under the Carter administration, this issue was taken seriously. The machinery was working and a substantial pot of money was allocated. One of the first things Reagan did was to stop it. I mean, not only did the money go, but the program disappeared."

While the University's approach to studying the effects of global warming may be ahead of its time, Tester says he thinks the strategy is right on track. "Maybe that's the significance of the University's role in all this. We would rather look ahead and anticipate and then plan as best we can."

Abrahamson is waiting to see whether the Bush administration warms to the cause. That the National Academy of Sciences now takes the issue seriously is a hopeful sign, he says. The group recently delivered a report to President Bush that read, in part:

The problem of environmental change is now well recognized as one of growing urgency that will require responses by your administration. Embedded in the diverse manifestations of this problem—global warming, ozone depletion, tropical deforestation, and acid deposition—are enormous challenges to science and engineering, to your administration, and to the world community of nations.

The current search for high-technology responses to the greenhouse effect is understandable, given the social and political costs of changing our ways, Abrahamson says. That's why some scientists suggest orbiting huge sheets of reflecting material—like giant venetian blinds—to block the sun's rays. Others propose deliberate eutrophication of the oceans, so they absorb more of the atmosphere's excess carbon dioxide. Planting trees to suck up carbon dioxide is one fantastic plan—it would require foresting areas the size of Europe or the United States.

Technological end-runs just aren't possible, according to Abrahamson. "But institutionally we're desperately searching for the technical fix," he says. "It's the same as with any other pollution: you look for the scrubber—moral or technical—to put on the end of the smokestack. If we could find a fix then, we could continue the activities which produce the gases and provide a lot of employment. More importantly, it would absolve individuals of moral responsibility for their acts."

Experts do agree that it will take worldwide cooperation to address the problem in any meaningful way. The Montreal Protocol to limit ozone-depleting fluorocarbons, signed in 1988, has become a model for current discussions on carbon protocols.

"A political consensus is starting to form," Abrahamson says. "In the last two months, I've been invited to conferences sponsored by international organizations or governments in Italy, India, Iceland, Finland, Hungary. It is *the* topic now. It's being taken very seriously by countries."

If governments make some tough choices now, we may not have to sweat the future. ◀

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A Measure of History

REGENTS' PROFESSORS ALFRED NIER
AND EDWARD NEY RECALL THE MANHATTAN
PROJECT AND A TIME WHEN THE
UNIVERSITY HAD WHAT THE COUNTRY NEEDED
TO MAKE THE FIRST ATOMIC BOMB

BY DEANE MORRISON

FOR THE UNITED STATES, World War II began with a bombing and ended with a bombing. But the firestorm that rained on Pearl Harbor in 1941 was barely a match for the single bomb that obliterated Hiroshima in 1945. In those three and a half years something radically new had appeared on the earth—something rooted in the research of University physicist Alfred Nier, who began the work five years before Pearl Harbor, never dreaming it would help win a war.

The Manhattan Project, America's all-out push to develop the bomb before Germany, added to the work of Nier and a student working with him, Edward Ney. Both are now Regents' Professors—Nier of physics and Ney of astronomy—and members of the prestigious National Academy of Sciences. But in the forties, working on the Manhattan Project, they were just two of countless scientists racing to keep the atomic bomb out of German hands.

Today, some people believe the bomb should never have been dropped, but Nier and Ney are not among them.

Looking back, they recall the hard realities of war and a dread of the consequences should Germany win the race. "If the Nazis would have had it first, they would have used it for blackmail," says Nier. "They would have forced the Allies to surrender by threatening to drop it. This was part of the atmosphere back then."

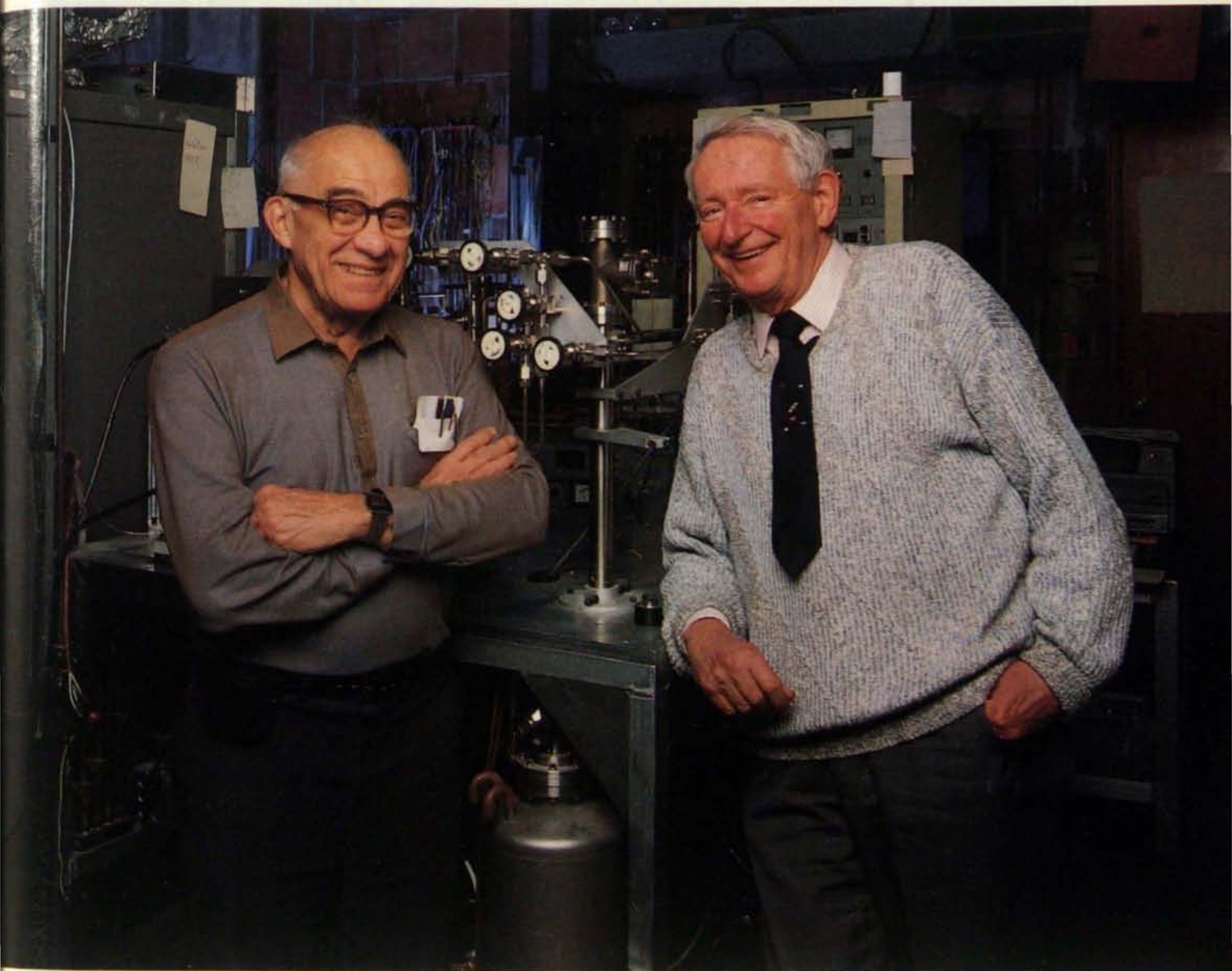
The basis of Nier's and Ney's involvement was the basis of the bomb itself: the physics of the uranium atom. When the war broke out, uranium physicists faced a conundrum: They knew that under bombardment by low-energy neutrons the nucleus of a uranium atom could be split apart, releasing radiation and heat, and that this splitting, called nuclear fission, could be harnessed for a bomb. But uranium came in two forms, U-235 and U-238, and no one knew which form could undergo fission.

Scientist knew that if the bomb was to trigger a cascade of fission in a lump of uranium, the lump would have to contain a critical mass—that is, enough fissionable uranium—or the bomb

would fizzle. So the uranium lump needed to be enriched in the fissionable form, but not *too* enriched, or it would melt down by itself. Scientists planned to get around this obstacle by starting with two lumps of uranium, each with less than a critical mass, and slamming them together to form a critical mass when the bomb was activated.

Yet scientists faced another problem: how can you mix in the proper proportion of fissionable uranium (which turned out to be U-235) if you can't measure its proportion in the first place? In 1938, no one could even do that.

Solutions to these dilemmas began to take shape in 1936 when Nier, his new physics Ph.D. from the University of Minnesota in hand, accepted a two-year research fellowship at Harvard. There he helped build the first instrument—called a mass spectrometer—that could measure the proportions of U-235 and U-238 in raw uranium. He found that U-238 was 139 times more common than U-235. In 1938 he returned to the University as



ALFRED NIER AND EDWARD NEY

At Harvard, University alumnus Alfred Nier helped develop the mass spectrometer, an instrument for measuring the proportions of U-235 and U-238 in raw uranium. Returning to the University, he kept parts of the instrument and, at the urging of Enrico Fermi, adjusted it to separate U-235 from U-238.

As an undergraduate, Edward Ney worked with Nier and his colleagues analyzing uranium on what was the country's only mass spectrometer. After graduation, he moved to the University of Virginia, where he worked on a project to separate U-235 from U-238 using a centrifuge.

a physics faculty member. Nuclear fission was discovered a few months later.

That momentous find set the physics world in motion. Physicists started to wonder how energy, whether for peaceful or nonpeaceful uses, could be extracted from uranium. Among them was the legendary Enrico Fermi, a Nobel laureate and giant of twentieth-century physics, who Nier and Ney agree was the single-most important person in the Manhattan Project. Fermi knew that Nier's mass spectrometer could be adjusted to separate U-235 from U-238, a necessary step in determining if U-235 was the fissionable form. Nier knew, too.

BUT BETWEEN LECTURING eight hours a week and my other research, I was not looking for things to do, so the separation of U-235 was not high on my priority list," Nier recalls. However, in a letter dated October 28, 1939, Fermi gently prodded him. "I understand that you have lately undertaken such a separation, and I should very much like to know whether and how this work is progressing," Fermi wrote. The letter, now one of Nier's most prized possessions, did the trick, and in February 1940 Nier produced a relatively pure sample of U-235. He sent it to scientists at Columbia University, who used it to demonstrate that U-235 was indeed fissionable.

That removed a major roadblock to the development of atomic energy, but Pearl Harbor was a year and a half in the future, and the importance of following through on the new discoveries was still not universally appreciated.

At that time Nier and Ney, then an undergraduate at the University, and their colleagues were the only ones in the world with a mass spectrometer that could measure the proportions of U-235 and U-238 in uranium samples. As laboratories sprang up to produce uranium enriched in U-235, they were kept busy analyzing the materials so the labs could tell how they were doing—and all with only one instrument.

After Pearl Harbor, though, things turned around. The government found money to support nuclear research, and soon Nier's group had built seven more of the instruments, which they shipped

off to other laboratories. One went to General Electric, which used it as a prototype to build mass spectrometers by the dozens.

Nier and his University group also built mass spectrometers geared to analyzing different forms of hydrogen. "We thought it would play a role in the bomb, but it didn't," says Nier. They also produced an instrument to check for gas leaks at the pivotal uranium-enrichment plant at Oak Ridge, Tennessee.

"We have the best shop in the world for building things that are far out," Nier says. "Until the end of 1942 we were doing uranium analyses for the whole country. We knew it would be for a bomb."

Even with labs sprouting like mushrooms and the government spending millions, the art of uranium enrichment was not perfected. Several methods of increasing the proportion of U-235 existed, and the government funded several labs, each testing a particular method, so that it could later pick the best method to produce uranium for the bomb. In summer 1942, Ney headed for graduate school at one such lab at the University of Virginia, Charlottesville.

The Virginia lab was testing a centrifuge method of separating U-235 and U-238. Centrifuges spin materials at high speed, separating lighter and heavier components. Spinning uranium drives the lighter U-235 to the inside of the sample, where it can be removed and thus separated from U-238. Today, scientists routinely centrifuge mixtures by setting the dial for the desired speed, usually tens of thousands of revolutions per minute. One caveat is that every centrifuge has its limit, which if exceeded, can explode the centrifuge. Back in 1942, though, centrifuging was a black art. Separating U-235 and U-238 required speeds close to the limit, but there was no dial to set the speed. Whoever ran the centrifuge had to listen to the whine of the machine, waiting till a certain high-frequency note was sounded. That note signaled that the critical speed had been passed, and the centrifuge should be slowed down or it would explode. Slowing or stopping it wasn't just a matter of flicking off a switch, either;

it meant shutting off the supply of steam to the turbines that drove the centrifuge.

On July 4, 1942, this not-so-sophisticated system fell victim to an excellent scientist who happened to be tone deaf. "A centrifuge was being tested, and the guy who built it had no ear for frequencies," Ney recalls. "He couldn't tell that it had passed the critical speed. So it exploded. After that, a guy who was a musician was the one who poured in the steam and decided when to stop."

The Virginia lab was competing with other labs, notably at Oak Ridge and Philadelphia, that were pushing different methods of U-235 enrichment. Ney well remembers the day in 1943 when General Leslie Groves, head of the Manhattan Project, visited Charlottesville to deliver bad news about their prospects for getting the contract. "I saw him, but I didn't talk to him because I was one of the peons," Ney says. "That was the only time I saw him—the day he came to Virginia to turn off the centrifuge project. I felt that the centrifuge method could work, but they decided to go with another method of enrichment that was being done at Oak Ridge. We started designing gun directors to improve the aim of five-inch guns on shipboard."

THE MANHATTAN PROJECT officially began early in 1943. It was so named because it was under the direction of the U.S. engineer's office in Manhattan, which Groves headed. Ney's role in the project ended with Groves's decision to abandon centrifuging, but the gun director scheme kept him involved in the war effort.

Only when the war was over and he had left Virginia did Ney hear how seriously the military regarded every person, however low-ranking, who worked on the bomb-related projects. "My wife and I lived in six different places in Charlottesville," he says. "The FBI once checked with neighbors to see if I really had those addresses. It was just an indication of the security that they would check up on a graduate student. I forget how I learned that. Maybe through Abelson."

Philip Abelson, who developed another method of U-235 enrichment (which Groves also axed) and went on to become editor of *Science* and presi-

ent of the Carnegie Foundation, was one of Nier and Ney's better sources of information amid the secrecy shrouding the Manhattan Project. "He was a real source," says Ney. "He tried to sell his method of U-235 enrichment to the navy for power, say, for nuclear subs, rather than for weapons. He used to eat a quarter pound of butter to line his stomach before going drinking with admirals in the project. He wouldn't be drunk until the next day."

BOOTH INTERESTS—power and bombs—co-existed during the war," adds Nier. Ironically, Abelson's promotion of peaceful nuclear energy seems to have kept Ney from realizing that the whole effort was geared toward a bomb, says Ney. But, says Nier, everyone knew that if nuclear fission could be made to proceed as a chain reaction—one nuclear split igniting the next—the process could be explosive. "In general, the families of nuclear physicists who worked on this stuff before the war must have known," he says. "My wife knew I was working on the bomb."

Nier took a leave from the University between August 1943 and October 1945 to work for the Kellogg Corporation, a builder of oil refineries and plants to separate U-235 and U-238. He then returned to the University as a physics professor and, after the war, was also a consultant to the Atomic Energy Commission. Ney, too, returned to the University after the war, where he studied cosmic rays with Frank Oppenheimer, brother of Robert Oppenheimer, who headed the Los Alamos, New Mexico, team that designed and assembled the bomb. Some of the atmosphere pervading the Manhattan Project was, not surprisingly, shaped by the personalities of Robert Oppenheimer and the other leaders, say Nier and Ney.

"Robert was a professor at Berkeley and was chosen to head the Los Alamos end of things in 1943 when the Manhattan Project began," says Nier. "Los Alamos was selected because it was inaccessible, surrounded by mesas; Robert was chosen because he was a very smart guy. The scientific community had great respect for him. There were anecdotes that he was scatter-

brained, but the top scientific people were in on everything. Morale was extremely good. He set an example of dedication by working long days."

As head of the project, General Leslie Groves was Oppenheimer's boss. Groves, a first-rate engineer who directed the design of the Pentagon, was far to the right in his political thinking, on the opposite end of the spectrum from Oppenheimer, a leftist with communist friends. But as Nier and Ney tell it, Groves put aside politics to tap Oppenheimer for the most critical mission of the war.

been in the Philippines about to board troop ships for the Japan invasion thanking me for my part in developing the bomb. In an invasion of Japan, American casualties would have run in the hundreds of thousands, and Japanese casualties would have been even higher. Knowing they had a weapon that would end the war in a few days, how could the government not use it? How could they face the public after? I have very little sympathy for people who say we shouldn't have done it."

"It's not so clear about Nagasaki," adds Ney, implying that the second

**"We have the best shop in the world for
building things that are far out.
Until the end of 1942 we were doing
uranium analyses for the whole country.
We knew it would be for a bomb."**

After the war, Oppenheimer argued that a hydrogen bomb would not work, a position for which there were good scientific reasons at the time, Nier says. But Oppenheimer's associations caused his loyalty to be questioned, and his security clearance was removed. Groves, however, backed him up.

"I had to introduce Groves at a symposium once," Nier says. "He was an autocrat and singleminded, but he wasn't the SOB some people at Los Alamos had thought."

Of course, Nier and Ney weren't privy to President Truman's reasons for dropping the bomb when and where he did, but from their perspective as participants in the drama they have plenty of background for speculation. "Japan needed a face-saving way out," says Nier. "And the role of the Russians isn't known. They had gone across Siberia. Maybe we wanted to keep them out of Japan."

"People ask if we should have dropped it on a desert island just to demonstrate its strength. At that time, American boys were dying every day in the Pacific. The outcome of the war wasn't clear. After the bomb was dropped, I got calls from friends who'd

bomb may not have been necessary to make the point to the Japanese.

Despite the dire straits of the war, Nier says he never thought things were so grim that the United States would lose. Once Germany was defeated, he believed it was just a matter of time before Japan would be, too. Yet when that day came and the specter of a German bomb was removed, the Manhattan Project scarcely caught its breath before continuing the push for an American bomb.

"It's interesting that only one or two people left Los Alamos when Germany surrendered," Ney says. "The threat of a rival bomb was gone, but the war was still on. People figured the war had to be won and the bomb was the way to go."

Nier and Ney agree that development of the bomb flowed with a current of history that could not have been held back for very long.

"I think it was inevitable," says Nier. "The business of scientists is to find out the facts of nature."

"If you're going to blame somebody, blame nature," adds Ney. "If you can do something, somebody will find out how." ◀

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Dallas Politics, Minnesota Style

Lori Palmer finds herself right in the middle of the city's turbulent politics

BY DUCHESS GALBRAITH

JANUARY 23, 1988, police officer John Chase was on routine patrol in downtown Dallas when he was called to a disturbance in front of a McDonald's restaurant. Chase approached the apparent perpetrator, a homeless black man later confirmed to be mentally ill.

During the confrontation that followed, the man somehow obtained officer Chase's gun. Some members of the crowd that had gathered allegedly encouraged the homeless man to shoot, yelling, "Kill him! Kill him!"

He did.

Officer Chase died before fellow officers could assist. Minutes later, Chase's murderer was shot and killed by police.

The next morning, all three major television networks reported the grisly circumstances of the deaths.

Less than two weeks earlier, on January 14, James Joe, another Dallas police officer, had been shot and killed in the line of duty. Joe was black; Chase was white. The Chase shooting and its circumstances so enraged the city that for days vehicles on Dallas streets and freeways flashed their headlights in a display of mourning for the slain police officers.

The Dallas black community voiced concern that the public display of outrage came only after the death of Chase—a white officer—not immediately following officer Joe's death.

Days later, a Dallas City Council meeting saw a bitter confrontation between Mayor Pro Tem Diane Ragsdale, who is black, and the white wives of Dallas police officers. The meeting, which was televised for the world to see, was abruptly adjourned.

The case of officers Joe and Chase,



Dallas City Council member Lori Palmer's district is a melting pot of blacks, Hispanics, and Anglos, rich and poor, and includes a large portion of the city's gay population.

two of five Dallas police officers who died in 1988, fueled continued tension between the minority community and the police department. The controversy ultimately led to the resignation of police chief Billy Prince and the formation of a Citizens Review Board to investigate police actions in the minority community and Dallas as a whole.

Dallas, best known for glitz and glamour, J. R. Ewing, high fashion and high finance, was now being publicized daily as a city in the throes of social, as well as economic upheaval. The televised shouting match in the council chambers was, for many, a symbolic call to arms.

"I think that was the saddest moment of the entire year for me personally," says Dallas city council member Lori Palmer, '70. "It was such a clear and painful demonstration of the deep barriers that exist in our city, and the chal-

lenges we face to build tolerance and respect among all of our citizens."

Palmer knows well the struggle of minorities to gain equal representation and respect in a city traditionally governed by wealthy, white males.

Palmer's district is a melting pot: one-third of her constituency is black, one-third is Hispanic, and one-third is Anglo. The district includes professionals in the central business district as well as hundreds of homeless people on downtown Dallas streets. It encompasses some of the city's most stately mansions just off Turtle Creek, and homes plagued by crippling poverty and high unemployment rates. The district includes the majority of Dallas's gay community and many of its senior citizens on fixed incomes.

The conflict between the mayor pro tem and the policemen's wives ignited a community that some believed was

ready to explode. But Palmer looked at the episode as the beginning of badly needed change.

"It was inevitable that this type of confrontation would occur at a city council meeting," she says. "There must be dissension for change to occur. That type of exchange makes people feel uncomfortable, but these issues have to be addressed.

"In the sixties, Dallas did not go through the racial upheavals that other large cities went through. Because our minority community wasn't rioting in the streets, the conclusion drawn by some was that we did not have the racial problems that other cities had. Today we're struggling to become a more mature community and realize our responsibilities to each other. I have many friends who are black and Hispanic, and in order to understand how they feel today, you must understand what it was like to grow up in Dallas as a minority, and what it is like to grow old in Dallas."

Palmer's commitment to minorities, people of different cultures, and the underprivileged goes back to her Minnesota childhood and her years at the University of Minnesota. Her father was a principal in the Minnetonka, Minnesota, school district, so the importance of education was ingrained in her at an early age. Her parents still live in St. Louis Park, Minnesota.

At the University, Palmer was active in student government and the international student organization. She received her degree from the College of Education in 1970 and stayed one more year to take courses at the College of Liberal Arts.

In 1971, Palmer joined Volunteers in Service to America (VISTA) and moved to Austin, Texas, to live and work in the low-income community of East Austin. In 1974, she moved to Dallas to direct the Calvario Head Start Child Development Center in West Dallas and for the next nine years worked in various areas of community education, health care services, and public transportation. She then accepted her current assignment as executive director of the North Texas Food Bank.

The rewards and frustrations of city government first beckoned to Palmer in 1978, the same year she received her

"It was such a clear and painful demonstration of the deep barriers that exist in our city and the challenges we face to build tolerance and respect among all of our citizens."



master's degree in social work from the University of Texas at Arlington. Palmer led a group of citizens protesting airport noise in local neighborhoods surrounding Dallas's Love Field. That led to further involvement in land zoning changes and land use in the Oak Lawn area of Dallas, and ultimately to her election to the Dallas City Council in 1985. Palmer's election came at a difficult time for the city.

"Dallas has nationally cultivated an image of high fashion and high finance, primarily due to the television show *Dallas*," says Palmer. "A lot of people think of Dallas wealth—expensive automobiles and big homes. But that image only portrays a small portion of our reality.

"A high percentage of our people live under the poverty level. And we have serious, unresolved racial issues. There are important responses that must be cultivated and enforced, and this means having more minorities involved in public policy decisions."

Palmer's district and the city government were again making headlines as 1988 came to an end. Dallas District Judge Jack Hampton, as quoted in the *Dallas Times Herald*, acknowledged that he gave a lighter sentence to a man accused of killing two homosexual men than he would have if the victims had been heterosexual. Palmer's gay constituents were outraged, as were many other Dallas citizens.

"It's a travesty that this occurred in our city," says Palmer. "This judge should not be sitting on the bench. This is not a gay issue. This is the fundamental expectation by people in the United States that in the justice system all people should be treated fairly."

Palmer is one of three outspoken

female city council members on the Dallas City Council. Although in 1947 Dallas elected its first female mayor, Annette Strauss, Palmer doesn't see herself in that office.

"My thoughts are more progressive than much of the city of Dallas," she says. "The people in my district have always thought ahead. The second reason is that there is virtually no compensation for Dallas city council members—we receive approximately \$50 a week for a job that takes at least 30 hours a week. I could not afford to serve full time in the mayor's office. My plans are to serve one more term if elected as a city council member, and I'm keeping my options open either in the state legislature or Congress."

Palmer is proud of several pieces of legislation she has initiated. The council recently approved a law she sponsored to limit smoking in public workplaces. Last year the council unanimously voted for a tenfold increase in the spending for Dallas AIDS victims.

"Dallas is trying very hard to become more comfortable with its diversity," she says. "We have thrived with the oil and gas industry, real estate, insurance, and banking. With many of these industries depressed as they have been during the last few years, it has been difficult for the city as a collective community to decide how it's going to scope out its future economically."

Yet Palmer is optimistic about the future of Dallas. "I'm a fierce proponent of our city. This North Texas region wouldn't be what it is without Dallas, its people, and its central business district."

Asked if nineteen years ago she envisioned herself in the middle of Texas city politics, Palmer laughs. "If someone had shown me a crystal ball, or read my palm and told me I would be involved in everything that I'm involved in right now, I would have chuckled and said, 'Thank you and good-bye.' But often, in my more reflective times, I think back to the education I received by my parents and through Minnesota public schools and the University of Minnesota. And when I combine all of those advantages with my life's experience, it's not surprising that I'm doing what I'm doing today."

On Record with Rick Bay

There will be some changes made

BY BRIAN OSBERG

WITH THE HIRING of Rick Bay as the new University of Minnesota men's athletic director, the Oregon athletic connection is now complete. He succeeds Paul Giel, who was dismissed last summer. Bay, 46, was the athletic director at the University of Oregon between 1981 and 1984, where he worked with Chris Voelz, current director of the University's women's athletic program.

Bay's challenges at the University of Minnesota are similar to those he faced at Oregon, including aging athletic facilities and a National Collegiate Athletic Association (NCAA) investigation. "I have confidence in my ability to meet those challenges head on," says Bay. "But I will have to work hard to get the community behind the athletic program not only in terms of raising money but from an emotional and philosophical standpoint."

After reestablishing the Oregon program, Bay became the athletic director at Ohio State University, where he instituted a successful fund-raising effort, tripling revenue, and launched a \$45 million facilities campaign. In 1987, he resigned in protest over the university president's firing of head football coach Earle Bruce. "I couldn't stay there under those conditions," he says.

Bay's appointment at Minnesota marks his return to intercollegiate athletics after a short stint as chief operating officer for the New York Yankees. "I was never disillusioned with intercollegiate athletics because of what happened at Ohio State," says Bay. "College athletics has been such a big part of my life. The opportunity to work with George Steinbrenner and the New York Yankees piqued my inter-



New men's athletic director Rick Bay has plans to improve athletic facilities, raise funds, and see Gopher athletes graduate.

est. But George could not give it [operations] up, and we parted amicably."

The current NCAA investigation of the men's athletic program at the University did not deter Bay. "Minnesota is an outstanding public university with a very good athletic tradition, though basketball and football have been down recently," says Bay. "The Big Ten is still the preeminent athletic conference in the country, and with my long association with Big Ten schools, I came to know Minnesota and its tradition, and the fit was good.

"I had some hesitancy because of the

NCAA investigation, but I've talked to the NCAA and people here at Minnesota, and as I look at it, it doesn't seem to be as serious a situation as we had at Oregon. If I thought we were going to get the death penalty, I wouldn't have taken the job."

Bay considers college athletics to be an integral part of the education system, which will need academic support and public dollars to ensure its continued existence. "Athletics is not academic in nature but it is certainly educational. People who take part in athletics learn a lot about themselves,



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about life, and a lot of lessons that can't be learned in the classroom, so people have to respect the educational value of athletics and its relationship to the university in general," says Bay. "If you really don't believe that, there is no justifying athletics as a part of the academic setting."

Bay says he believes University President Nils Hasselmo shares his philosophy. "My philosophy is that we have a program with great integrity where athletes graduate and that we be successful and competitive," says Bay. "I visited with President Hasselmo and we talked philosophically about this job, and I think he feels as I do that there's nothing mutually exclusive about winning and doing it with integrity and having reasonable graduation rates."

Perhaps the most difficult issue requiring Bay's attention is upgrading athletic facilities, which he calls the "worst in the Big Ten." "It will be difficult to recruit outstanding basketball players with Williams Arena, and our hockey program deserves better," says Bay. "It is important for us to stay on campus, and that may be more difficult unless we have new facilities."

"We need to build facilities that will be available to the faculty, staff, and student body as well as the athletic teams," says Bay. "Athletics has put a lot of money into other facilities on this campus, including intramural and nonathletic buildings. Now it is time for people to reinvest in intercollegiate athletics."

Bay has a reputation as a strong manager and proclaims himself a "stickler for detail and follow-up." He believes in "Lombardi time," insisting on being more than punctual. Bay expects to hire some new people to help manage men's athletics and plans to develop certain parameters in which they are to operate. Paying attention to details, he says, is one of his "measuring sticks."

Bay, who grew up in Waukegan, Illinois, and attended the University of Michigan on a wrestling scholarship, has nothing but praise for his predecessor, Paul Giel, as an athlete and athletic director. He says he is hoping that Giel will assist him in raising money for the program.

Bay also played football for the Wol-

verines, but it was as a wrestler that he excelled, winning two Big Ten titles and gaining all-American recognition as a junior. He was unbeaten in three years of Big Ten dual-meet competition and was named Big Ten Wrestler of the Year as a senior. Following graduation from Michigan in 1965, Bay became assistant wrestling coach at Michigan. After four years, he was named head coach, directing his alma mater to a 31-1-2 Big Ten record during his tenure.

As a former athlete and coach, Bay believes that universities should not recruit student athletes who are not candidates for graduation. "The University has to be realistic in assessing the chances of academic success for student athletes," says Bay. "It is not morally right to recruit, to invite someone to this university, only to have him find out that he really does not have a chance to succeed. Student athletes need to meet the expectations of the nonathlete student. In fact, they have to exceed those requirements. For example, they have to carry as a minimum twelve credits and they have to demonstrate progress toward a degree. We need to develop a curriculum that is honorable, leading to a meaningful degree for student athletes, or not recruit them to this university."

In 1974 Bay left coaching to become associate executive director of the Michigan Alumni Association, which in 1978 was selected as the most outstanding organization of its kind in the country by the Council for Advancement and Support of Education. In 1980 Bay spearheaded a successful \$2.6 million fund-raising campaign for a new Michigan alumni center.

When asked about the appropriate role of alumni in college athletics, Bay says that graduates "need to support the teams, be in the stands, help us in fund-raising when possible, and lend their moral support."

Bay says he plans to stay at the University for a long time. "I'm not looking at this as a whistle stop," he says. "It takes two to three years to get your system in place, and I'm looking forward to being here awhile after."

"The only reason I would leave early is if there isn't support for intercollegiate athletics."

MARCH

13TH

College of Liberal Arts/University College Alumni Society Board of Directors Meeting, 6:30 p.m., 223 Johnston Hall, Minneapolis campus.

14TH

Institute of Technology Alumni Society Board of Directors Meeting and Department Heads Update and Reception, 6 p.m., Electrical Engineering Building, Minneapolis campus.

14TH-19TH

Cabaret, a musical starring Joel Gray, Northrop Auditorium, Minneapolis campus.

16TH

Home Economics Alumni Society Board of Directors Meeting, 5:30 p.m., 48 McNeal Hall, St. Paul campus.

18TH

Queen Ida and the Bon Temps Zydeco Band, Coffman Union Great Hall, Minneapolis campus.

28TH

Alumni Club Council of Governors, Executive Committee Meeting, 7:30 a.m., President's Room, Alumni Club, 50th floor, IDS Tower, Minneapolis.

APRIL

4TH

Nursing Alumni Society Board of Directors Meeting, 5 p.m., 5-140 Health Sciences Unit F, Minneapolis campus.

Biological Sciences Executive Committee Meeting, 7:30 a.m., Egg and I restaurant, St. Paul.

Band Alumni Society Council Meeting, 7 p.m., 280 Ferguson Hall, Minneapolis campus.

5TH

Pharmacy Alumni Society Board of Directors Meeting, 4 p.m., 5-130 Health Sciences Unit F, Minneapolis campus.

7TH

School of Journalism Alumni Society Annual Meeting, time to be announced, Sheraton Park Place Hotel, St. Louis Park.

8TH

Kerlan Collection of Children's Literature Symposium, Norma Kline, guest speaker, 5:30 p.m., Campus Club, Minneapolis campus.
Les Ballets Trockadero, Northrop Auditorium,



Look for Queen Ida and the Bon Temps Zydeco Band at Coffman Memorial Union March 18. For more information, call 612-625-4177.

Minneapolis campus.

9TH-JUNE 18TH

"Circles of Tradition: Folk Arts in Minnesota," a premiere exhibition organized by guest curator Willard Moore, third and fourth floors, Northrop Auditorium, Minneapolis campus.

12TH

Education Alumni Society Board of Directors Meeting, 5:30 p.m., Campus Club, Minneapolis campus.

School of Public Health Alumni Society Annual Meeting, time to be announced, Radisson Minnetonka, Minnetonka.

17TH

School of Public Health Alumni Society Board of Directors Meeting, 4 p.m., A-302 Mayo, Minneapolis campus.

20TH-23RD

"An Evening of Dance," choreographed by dance department faculty members and guest artists, Proscenium Theatre, Rarig Center, West Bank.

21ST

Institute of Technology Alumni Society Executive Committee Meeting, 7:15 a.m., 3M Center,

St. Paul.

22ND

University Women Alumni Society Annual Meeting, "Work and Family" Seminar, 8:30 a.m.-2:00 p.m., Earle Brown Center, St. Paul campus.

Nursing Alumni Society Annual Meeting, time and location to be announced.

School of Agriculture Reunion, St. Paul Student Center, St. Paul campus.

23RD

College of Home Economics Open House, time and location to be announced.

25TH

Alumni Club Council of Governors Full Board Meeting, 7:30 a.m., President's Room, Alumni Club, 50th floor, IDS Tower, Minneapolis.

26TH

Medical Technology Alumni Society Annual Meeting, 5:30 p.m., Minneapolis Woman's Club, Minneapolis.

28TH

College of Pharmacy Alumni Society Annual Meeting, 5:15 p.m., Holiday Inn, Nicollet Mall, Minneapolis.



The Rolls-Royce of malting barley was developed by Don Rasmusson, above, Roy Wilcoxson, and a team of researchers.

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BUSINESS

AGRICULTURE • Professors Don Rasmusson and Roy Wilcoxson and their team of researchers in the University's Barley Improvement Project are the toast of the beer brewing industry. Their highly acclaimed barley varieties, renowned for their disease resistance and rich malt extract (one of the main ingredients in beer), are enough to make even the most stoic brewmasters stand up and sing their favorite drinking song.

In 1988 two University-developed varieties—Robust and Morex—were the first- and second-most widely grown barleys in the United States. Since its release in 1983, Robust, noted for the plumpness of its kernels and disease resistance, has been the nation's most popular

barley variety. In Minnesota, the nation's fourth-leading barley producer, Robust and Morex account for 93 percent of the state's crop.

"It's an excellent program," says Michael Davis, executive vice president of the American Malting Barley Association (AMBA). "They produce results, and that's what we're looking for."

The AMBA, made up of four major brewing companies and eleven malting companies, has provided up to \$112,000 a year to University barley researchers. Morex, the University's top-of-the-line barley released in 1979, took years to breed. But today it's considered the Rolls-Royce of malting barleys, commanding high prices in the marketplace. "It's truly our standard of quality," Davis says.

Breeding high-quality barley is no easy task, says

COLLEGES AND SCHOOLS DIGEST

*A compendium of news from
around the University—
research, promotions, program
developments, faculty honors*

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BY CHRIS NISKANEN
AND
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agronomist Rasmusson, who proudly displays examples of his life's work—glass-framed heads of Robust and Morex—on his office wall. It takes ten years to develop a barley strain with favorable malting characteristics for brewers, and high-growth ability and weather durability for farmers. Since barley is self-pollinating, each cross is done by hand, requiring patience and keen eyesight. Testing plots are located in St. Paul campus greenhouses, on the prairies of the Red River Valley, and in the warm winter climes of Arizona. Each fall, the barley

research team makes 50 new crosses, resulting in nearly 6,000 rows of slightly different strains that researchers observe and test.

After several generations, the new varieties are narrowed down to 200 rows, each with the hopeful promise of yielding the perfect strain of barley. But successes are few and far between. "I did some checking and found that one in 300 crosses we make leads to a new variety," Rasmusson says, adding that the project is currently testing several varieties that could surpass Morex or Robust.

► I. H. WINCHELL LIVES ON

TECHNOLOGY • Although Newton Horace Winchell coined one of the most important words in Minnesota's economic history—*taconite*—his own name is far less familiar. Other famous pioneer names such as Pillsbury and Hennepin endure on public buildings and



A map of Minnesota geology drawn in 1872 by N. H. Winchell is considered fairly accurate today.

streets, but Winchell's name never prominently stood the test of time. That is, until now.

Last fall, the University's School of Earth Sciences, comprising the geology and geophysics department, the Limnological Research Center, and the Minnesota Geological Survey, was renamed the Newton Horace Winchell School of Earth Sciences. A nationally eminent nineteenth-century geologist, Winchell was the first person to map Minnesota's geology and mineral deposits, discovering in the process the valuable low-grade iron ore deposits of the Mesabi and Vermilion ranges. He founded the Minnesota Geological Survey and was the first head of the University's geology and geophysics department.

"He did more than any other individual to establish

geology in the state of Minnesota," says the school's head, Peter Hudleston.

Winchell came to Minnesota in 1872 when the Minnesota Legislature offered him \$1,000 to complete the first geological survey of the state. Two years later he joined an expedition to the Black Hills, led by a brash cavalry officer named George Armstrong Custer, to investigate rumors of gold. The rumors proved to be true, and Winchell returned to Minnesota—two years before Custer met his fate at Little Bighorn.

Winchell continued as director of the Minnesota Geological Survey for 28 years, traveling more than 80,000 miles to produce 24 annual reports. At the end of his career, he donated his private library to the University's geology department, where it was housed in Pillsbury Hall until three years ago. When it was incorporated into the Institute of Technology Library, the Winchell Library by name ceased to exist.

Although Winchell never became a household word in Minnesota, he and his descendants (a dozen of which became professional geologists or professors) made significant contributions to the geology profession. Winchell and his brother Alexander helped found the Geological Society of America, which celebrated its centenary this year. One of Winchell's sons wrote a definitive textbook on mineralogy, which was later revised by Winchell's grandson, who is currently a geology professor emeritus at Yale. One of Winchell's granddaughters became the first woman to graduate from the University's geology department.

► PHILLIPS'S SIX SHIPS

LIBERAL ARTS • More than 300 years ago, Spanish royal galleons crossed the Atlantic as companions to private merchant vessels, returning with gold, silver, and other treasures. But University history professor Carla Rahn Phillips knows that there was nothing romantic about life aboard a seventeenth-century Spanish galleon.

Phillips's award-winning book, *Six Galleons for the King of Spain*, chronicles the history of the ships and the men who sailed them from 1625 to 1640. It was sometimes a brutal existence, a time when naval commanders often sacrificed their lives for the interests of the Crown. "A whole generation of naval commanders was wiped out during this period," Phillips says, "and they were sometimes sent into battle against hopeless odds."

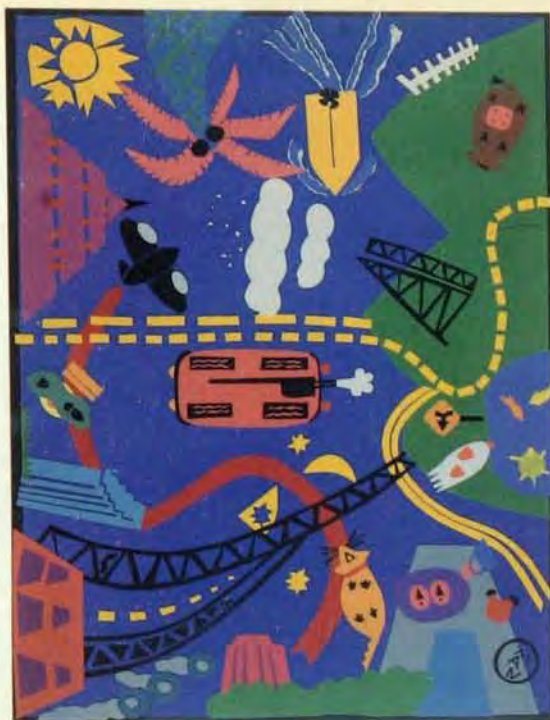
Published in 1986, Phillips's book recently has been sailing high on a wave of academic prizes. Last October, the Spanish government, as part of the quinquennial celebration of Columbus's discovery of America, awarded it the Spain in America Prize. It was judged the most important scholarly work on Spain's presence in North America published in the last two years. Phillips also won the prestigious Leo Gershoy Prize from the American Historical Association in 1987, the same year *Choice* magazine named *Six Galleons* one of the outstanding academic books in the nation.

Phillips's fascination with the Spanish galleons began in 1981 when she came upon their original delivery invoices in the University's James Ford Bell Library. Initially she planned to write a small pamphlet describing the documents. But soon she was following a long paper trail through several archives in Spain, aided by the sophisticated seventeenth-century Spanish bureaucracy, in which clerks made three or four copies of a single document. "What they could do without a photocopy machine was quite amazing," she says.

More than a description of life at sea and galleon construction, *Six Galleons* describes a crucial time in Spain's history.

"What was tested was Spain's willingness to hang onto its colonies at whatever cost," she says. "Spanish kings were willing to spend enormous amounts of money and push loyal naval commanders to the absolute limits of their endurance, rather than cede Spanish America to their rivals."





What do you get when you assemble artists, architects, engineers, and planners together in the same room?
A conference on urban place making, April 14 and 15.

► MAKING CITY WORKS OF ART

TWIN CITIES CAMPUS • Public buildings and other structures are not always aesthetically pleasing, which is why a group of University artists, architects, and engineers will gather in April, along with Minneapolis city planners and politicians, for a two-day public conference at the Radisson University Hotel called Art, Architecture and Engineering: A Collaboration in Urban Place Making.

Cosponsored by the studio arts and civil and mineral engineering departments, the School of Architecture and Landscape Architecture, and the Minneapolis Committee on Urban Environment

(CUE), the conference will address a key urban issue: Should artists, architects, and engineers collaboratively plan public structures, making them aesthetically pleasing and functional at the same time?

"We all realize that there is a missing link sometimes," says Nicholas Shank, studio arts administrative assistant. "It will be a way of finding new ways of looking at public structure."

The first panel discussion will focus on a hypothetical public structure designed by experts from six different artistic and engineering disciplines. For more information, call 612-626-2259.

► SUBVERSIVE RADIO

LIBERAL ARTS • The Soviet Union, long regarded as the most prolific propagandist nation in the world, has been outdistanced by a savvy competitor that specializes in clandestine radio broadcasting: the United States.

So says journalism associate professor Lawrence Soley, whose latest book, *Radio Warfare: OSS and CIA Subversive Propaganda*, was published in February. "If you look around the world where clandestine radio stations are operating, you will find the United States either directly or indirectly behind them," he says. He points to stations such as Radio Liberation, broadcasting into Nicaragua and allegedly operated by anti-Sandinista contras, but funded by the CIA.

According to Soley, there is a clear difference between

clandestine stations such as Radio Liberation, which told its listeners it was furthering the cause of Nicaraguan nationalists, and stations such as Radio Free Europe, which is understood by listeners to be funded by the U.S. government.

He uses the story of Little Red Riding Hood to illustrate his point: "There's a knock at the door and the question is, 'Who's there?' The wolf answers, 'It's grandma.' You lie to get in, and once you're in you can do more harm than if you're locked out."

Radio Warfare traces propaganda strategies of the German Third Reich during World War II, Britain's response to them, and the early years of clandestine broadcasting by two U.S. agencies: the CIA and the Office of Strategic Services. "An understanding of World War II subversive opera-

tions is essential to an understanding of current U.S. tactics," he writes. The first chapter is devoted to the activities of a long list of U.S.-operated clandestine stations during the past 30 years: Radio Swan (Cuba), a counterfeit version of Voice of the National United Front of Kampuchea (Cambodia),

and Radio Quince de Septiembre (Nicaragua).

When he isn't poring over broadcasting archives in London or Washington, Soley explores his other research passions: advertising and the effect of political action committees on election outcomes. His work has earned him the distinction as the most productive journalism professor in the nation, according a survey that recently appeared in *Journalism Quarterly*. It was based on the number of academic journal articles professors published from 1980 to 1985.



Journalism professor Lawrence Soley explores the United States' role in clandestine radio broadcasting in a new book.

► A SUPER SHIPMENT ARRIVES

TWIN CITIES CAMPUS • Officials at the Minnesota Supercomputer Center breathed a sigh of relief in October when their latest and fastest supercomputer, the ETA-10, finally arrived. The outlook wasn't as positive last spring, when the University, the state legislature, and the machine's maker, Control Data, had to hammer out a complicated contract to purchase the multimillion-dollar computer. Supercomputers provide the highest level of computing speed and memory, allowing scientists to solve enormous technical and mathematic problems that would otherwise be impossible. Combined with the CRAY-2, the ETA-10 easily makes the state-of-the-art Minnesota Supercomputer Center the most powerful university supercomputer laboratory in the nation.

Such distinctions don't come easily. Last year's agreement with the legislature became necessary after federal funds dried up and private contracts didn't meet expectations. Occasionally being in financial straits is the price the center has to pay in order to keep ahead of the competition, says V. Rama Murthy, vice provost of the Twin Cities campus.

"When we started this thing [in 1982], the idea was that we would get one-third of our funds from the state, one-third from the federal government, and one-third from sell-

ing computer time," Murthy says. "We fell short on the government end but the company is not in the red."

Legally, the center is a private corporation; the University Foundation owns 90 percent and the University owns the rest. The center's academic connection to the University, the Supercomputer Institute, provides supercomputer time to University faculty.

The ETA-10's arrival last fall coincided with more good news for the center: a \$1.5 million grant from the National Science Foundation (NSF). Just a year earlier, the NSF pulled more than \$1 million in support; three years ago it decided not to include the center in its supercomputer network. The new grant pays for computer time for scientists from the University of Minnesota and nine other universities.

With its financial outlook brightening, the center will ask the legislature for another \$7.2 million over the next two years, an appropriation it stands a good chance of receiving, Murthy says. The nation's top two supercomputer companies, Cray and Control Data, have operations in Minnesota.

"From the state's point of view, it's important that the industry stay here and thrive here. They see us as one link in making that happen," Murthy says.



The St. Anthony Falls Hydraulic Laboratory's new wind tunnel is the largest in the Midwest—and that's not just hot air, says lab director Roger E. A. Arndt, above.

► THE ANSWER WAS BLOWING IN THE WIND

TECHNOLOGY • For years many Twin Cities companies were forced to look elsewhere for wind tunnel test facilities. But with the

opening of the Midwest's largest wind tunnel at the St. Anthony Falls Hydraulic Laboratory, private and government research proj-

ects are now conducted at the University.

Laboratory director Roger E. A. Arndt and his colleagues funded the wind tunnel and the building that houses it by winning a \$240,000 grant from the National Science Foundation, by receiving \$160,000 of a \$1 million matching grant from the State of Minnesota, and by generating \$450,000 from research projects at the laboratory.

The laboratory, part of the civil and mineral engineering department, has always relied on research income from private industry and government agencies. Work at the laboratory, located on Hennepin Island at the head of St. Anthony Falls in Minneapolis, primarily focused on graduate studies in water resources engineering and hydromechanics. Under certain conditions, however, the flow of water and

the flow of air are identical.

"It's very simple to deduce something that's happening in the air with something that's happening in the water," says Arndt.

This area of study, known as fluid mechanics, is one of three areas the laboratory will research with the wind tunnel. The others are wind engineering, or the study of wind's effect on structures, and wind-related problems in agricultural engineering, including soil erosion and snow drifting and blowing. During winter months, outside air can be drawn into the wind tunnel to conduct icing and snow-blowing studies. Arndt says a tremendous amount of money is spent each year in Minnesota just trying to control snow.

The first wind tunnel project is a study of the influence of wind on the heating loads of buildings. Future projects include

researching wind erosion on farmland and the effect of wind on the transpiration rates of crops.

The laboratory, which in 1987 was rumored to be a victim of Commitment to Focus cutbacks, celebrated its 50th anniversary last fall. Of the 40 students currently enrolled in the graduate program, about 30 receive financial support from the laboratory and about ten receive support from a private company, a U.S. government agency, or a foreign government. The internationally recognized program has graduated 375 master's and doctoral students in the past 50 years, many of whom now hold positions at laboratories in other countries, including India, China, and Japan.

► TAKING TO THE STREETS

HOME ECONOMICS • A group of University researchers has moved out of the laboratory and onto the streets in an effort to limit the spread of AIDS among Twin Cities intravenous (IV) drug users and their sexual partners.

The University has received a \$2.5 million grant from the National Institute on Drug Abuse (NIDA) to accomplish this task through outreach, prevention, education, and intervention strategies.

"Our project is one of 29 projects in the country that NIDA has funded," says Richard Needle, an associate professor in the department of family social science and principal investigator for the study. "The overall goal for all of those projects is to reach out to IV drug users and their sexual partners and try to encourage them to seek treatment and to change their behavior, which includes

Getting intravenous drug users to change their ways is the goal of Richard Needle's project, recently funded by the National Institute on Drug Abuse.

needle sharing and sexual practices without condoms."

Project staff expect to reach 1,200 to 1,500 adults in Hennepin County and the city of St. Paul during the three-year grant period through a combination of strategies.

One strategy is "street outreach," which involves workers going into neighborhoods where drug users congregate, distributing information about risk reduction, and encouraging involvement in the project. Those who agree are interviewed about their current attitudes and behavior and asked to volunteer for HIV antibody testing. In addition to a free test, those who volunteer receive counseling before and after the test. After six months, participants in the project will be interviewed to determine if their attitude and behavior have changed, and a subsample of people who tested negative for HIV antibodies will be retested to examine the impact of intervention strategies.

Another outreach strategy involves the collaboration of project staff with a variety of organizations, including the St. Paul and Hennepin County health departments, clinics, and the Minnesota AIDS Project.

Needle says that collaboration with other organizations, unique to the Twin Cities project, will increase its success, but also may lead to conflict. "There are different perspectives on the AIDS issue," says Needle.



"A lot of people in different agencies are not necessarily convinced that education as an intervention strategy is the most effective prevention option available. Some would probably . . . focus more attention and put more resources into more traditional kinds of public health responses like partner notification."

Working with Needle on

the project are Vicki Thelen, a Community Health Program supervisor at the Hennepin County health department; Carol Falkowski, AIDS coordinator and research analyst at the Minnesota Department of Human Services; and Mary Sonnen, director of reproductive health programs, St. Paul Division of Public Health.

► THE UNIVERSITY GIVES PEACE A CHANCE

TWIN CITIES CAMPUS • The goal of global peace and basic human rights for all received a boost at the University in 1988 with the creation of two new organizations: the University Human Rights Center and the MacArthur Program on Peace and International Cooperation. Both centers opened their doors in December during the University's 40th anniversary celebration of the Universal Declaration of Human Rights, adopted by the United Nations in 1948.

The Ford Foundation contributed \$300,000, matched by University funds, to create the Human Rights Center, which will focus on a variety of issues, including peace studies and women's rights.

The John D. and Catherine T. MacArthur Foundation awarded a five-year \$1 million grant to the College of Liberal Arts' Institute of International Studies to create the MacArthur Program on Peace and International Cooperation. As an interdisciplinary center, it will fund graduate fellowships for students in the College of Liberal Arts, the Hubert H. Humphrey Institute of Public Affairs, the Law School, and the College of Agriculture. It will also operate in cooperation with the Human Rights Center and the Humphrey Institute's Stassen Center for International Peace.

NILS HASSELMO, former provost and senior vice president for academic affairs at the University of Arizona, Tucson, was named University president. The Board of Regents met with three presidential finalists November 30 before voting seven-five for Hasselmo. Law School Dean Robert Stein received five votes. The third finalist was William Kirwan, University of Maryland acting president.

The **Governor's Blue-Ribbon Commission on Financial Management** of the University reported on its findings November 30, the same day Hasselmo was named president. "The opportunity for the new president is just unparalleled," commission chair Edson Spencer said at the Minnesota Meeting the next day. "We have a marvelous new president who can carry the University forward."

The University is soundly managed in most records, and its accounting for funds and expenditures is thorough and accurate, the report says, but budgeting, planning, and financial reporting and control systems are not up to date. Recommendations included hiring a strong chief financial officer soon, planning for the overhaul of computer-based financial systems, and redesigning the budget system before the 1991 legislative session.

Frank B. Wilderson announced his resignation as vice president at the December regents' meeting. He will begin a yearlong administrative leave January 15, working in educational psychology, and is eligible to return to the faculty. He will spend part of the year at the Yale Center for Policy Studies in Child Development and part at the University of California, Berkeley. **Nick Barbatsis**, assistant vice president for student development, was named acting vice president.

Wilderson, who has been vice president for student development since 1975, said he "started out as a vice president with the idea that ten years in administration would be the outside

limit." He also said that President Hasselmo "deserves as much flexibility as possible to put together his own administration."

Four issues that will receive special attention early in the Hasselmo presidency are using science and technology resources to support the state's economy; the role of the Duluth, Morris, Crookston, and Waseca campuses in regional economic and cultural development; the quality of undergraduate education on the Twin Cities campus, "including access for socio-economically disadvantaged students"; and maintaining the status of nationally prominent departments.

Rick Bay was approved by the regents as director of men's intercollegiate athletics. He will begin his duties immediately. Hasselmo said that Bay "has a strong commitment to the academic performance of athletes, to abiding by the rules, and to fielding competitive teams." Bay was former athletic director at Ohio State.

Thomas A. Nelson was approved as director of state relations. A former DFL state senator from Austin, he will be the University's day-to-day lobbyist on policy and appropriations bills. Nelson will work with the legislative relations staff in coordinating the lobbying efforts of all five campuses, alumni associations, the Institute of Agriculture, Forestry, and Home Economics legislative network, and other advisory and support groups.

Fall 1988 enrollment is on target with long-term projections, assistant to the president David Berg told the regents. Demographic changes will account for a 4,904 student decrease, but the University must take action to reduce enrollment by an additional 1,530. The goal is a 7,440 decrease by 1993.

Russell Bennett, the Minneapolis attorney who chaired the Minnesota Campaign executive committee, has been elected board chair of the University Foundation. Marvin Borman, who led the campaign's volunteer efforts to

raise contributions of \$1 million or more, is new board president.

Governor Rudy Perpich's **state of the state address** stressed education and research and their importance in job creation. But Perpich said earlier that he would focus his higher education budget on state universities, community colleges, and technical institutes and recommend only an inflationary increase for the University. He said that the University "has a lot of work to do" before he would recommend more. Some legislators have said they disagree.

All four regents whose terms expire this year announced that they would not seek reelection. They are David Lebedoff, who has been chair of the board since June 1987, past chairs Charles McGuiggan and Wenda Moore, and Wally Hilke.

Cherie Perlmutter, associate vice president for health sciences, has been named interim vice president for the division. She succeeds Neal Vanselow, who resigned to become chancellor of Tulane University Medical Center. President Hasselmo said Perlmutter "has worked very effectively in this area for a number of years and has gained the respect of all with whom she has been associated."

Search committees have been formed for four major positions: provost and academic vice president; vice president for agriculture, forestry, and home economics; vice president for health sciences; and vice provost for the arts, sciences, and engineering.

The University **Financial Review Committee**, which included legislators and state officials, issued its report December 31. The group endorsed the recommendations on financial management made by the Governor's Blue-Ribbon Commission and said the other recommendations in the commission report deserve "careful study by anyone who wishes to play a responsible part in improving the University's financial management and its accountability to the people of Minnesota." ◀

COLLEGE OF AGRICULTURE

'56 **Ronald Dean Plowman** of Logan, Utah, has been named administrator of the Agricultural Research Service of the U.S. Department of Agriculture. Plowman, who is head of the department of animal, dairy, and veterinary science at Utah State University, will direct scientific activities of the largest agricultural research organization in the world.

'79 **Randy Boomgaarden** of Lincoln Park, New Jersey, has been named marketing manager of the crop protection chemicals department of American Cyanamid Company in Wayne, New Jersey. Boomgaarden, who joined Cyanamid in 1985 as a market development specialist, most recently served as product manager for Scepter Herbicide.

'80 **Denise D. Kinstetter** of Elm Grove, Wisconsin, has received a doctor of medicine degree from the Medical College of Wisconsin, Milwaukee. Kinstetter will serve a pediatrics residency at the Medical College of Wisconsin Affiliated Hospitals.

SCHOOL OF DENTISTRY

'82 **Vacharee Peterson** of St. Paul has received the 1988 Distinguished Alumna Award from Bethel College for outstanding professional and personal achievement. Peterson, a native of Thailand, shares a dental practice with her husband in Phalen Park that has attracted 9,000 Southeast Asians from across the country who seek a dentist who can speak their language.

GENERAL COLLEGE

'50 **Elizabeth Bennett** of Excelsior, Minnesota, has been awarded the Outstanding Volunteer Fund-Raiser Award by the National Society of Fund-Raising Executives-Minnesota Chapter.

'77 **Paul Radtke** of Bloomington, Minnesota, has been promoted to district property claims manager at American Family Insurance in Eden Prairie.

GRADUATE SCHOOL

'47 **Myron K. Brakke** of Crete, Nebraska, has received the Award of Distinction from the American Phytopathological Society for his pioneering studies of plant viruses. Brakke, assistant director of the University of Nebraska-Lincoln's Biotechnology Center, is the eighth recipient of the award since its inception in 1967.

'47 **Robert Naka** of Concord, Massachusetts, has been elected to the board of trustees of the Aerospace Corporation, Los Angeles. Naka is direc-

tor of the Center for Electromagnetic Research Associates at Northeastern University.

'50 **Eric D. Putt** of Morden, Manitoba, Canada, has received the University of Minnesota's Outstanding Achievement Award, the highest award given to alumni. A plant breeder internationally known for his work with sunflowers, Putt was honored for his high professional accomplishment. He had served as plant breeder and director at the Canadian Department of Agriculture Research Station at Morden for twelve years before retiring in 1979.

LAW SCHOOL

'72 **Gary J. Krump** of Silver Springs, Maryland, has been named director of the acquisition service of the Veterans Administration's Office of Acquisition and Material Management. Krump had previously served as a deputy assistant general counsel.

COLLEGE OF LIBERAL ARTS

'37 **Curtis L. Carlson** of Plymouth, Minnesota, was awarded the Special Achievement Award of the National Society of Fund-Raising Executives-Minnesota Chapter.

'50 **Don Kvam** of Minneapolis has been promoted to management supervisor from account supervisor at Campbell-Mithun-Esty in Minneapolis.

'61 **Frank L. Borelli** of Fort Wayne, Indiana, has been appointed vice chancellor for student affairs at Indiana University-Purdue University at Fort Wayne. Borelli had previously served as vice president for student services at Eastern Washington University in Cheney and Spokane, Washington.

'66 **Roger N. Blais** of Tulsa, Oklahoma, has been named vice provost of the University of Tulsa. Blais had previously served as chair of physics at the University of Tulsa.

'76 **Scott Spahn** of Minneapolis has been named account executive for Campbell-Mithun-Esty. Spahn was previously with Carmichael Lynch.

'78 **Mark N. Gehrige** of St. Paul has been awarded the chartered financial analyst designation by the trustees of the Institute of Chartered Financial Analysts.

'79 **Samuel Dillon** of Managua, Nicaragua, has received an Alicia Patterson Foundation grant. Dillon, who was one of six journalists nationwide to receive the grant, will spend his fellowship year reporting on the origins and leaders of Nicaragua's contra war for the *APF Reporter*, a quarterly magazine published by the foundation.

'85 **Shelly Sippl** of San Francisco has joined Chiat/Day San Francisco as account executive. Sippl was previously an account executive at Fallon McElligott, Inc., in Minneapolis.

'86 **Brenda Bolton** of Minneapolis has been named sales representative for Janssen Pharmaceutical's North Central Division. Bolton was previously a district sales manager with Chrysler Corporation in Minneapolis.

CARLSON SCHOOL OF MANAGEMENT

'64 **David Larson** of Plymouth, Minnesota, has been named vice president of human resources for Honeywell's Space and Aviation Systems. Larson previously served as human resources director for Honeywell's Defense and Marine Systems in Minneapolis.

'73 **Thomas W. Longlet** of White Bear Lake, Minnesota, has been named president of Northwest Bank Minnesota's Osseo/Maple Grove office. Longlet previously served as president of Northwest's East St. Paul office.

'81 **Bonnie C. Matson** of Minneapolis has been elected to the board of directors of the Minnesota Society of Certified Public Accountants. Matson is treasurer of Springsted, Inc., in St. Paul.

COLLEGE OF PHARMACY

'56 **James Remes** of St. Paul has been named Syntex Preceptor of the Year by the University of Minnesota School of Pharmacy students. Remes, who is the owner of James Pharmacy in St. Paul, was recognized for his contribution to the educational experience of future pharmacists.

INSTITUTE OF TECHNOLOGY

'24 **Joseph M. Juran** of Ridgefield, Connecticut, has been inducted into the National Academy of Engineering. Juran is chair emeritus of Juran Institute, Inc., in Wilton, Connecticut.

'39 **Harold S. Kemp** of Wilmington, Delaware, has been awarded the F. J. and Dorothy Van Antwerpen Award for Service to the Institute by the American Institute of Chemical Engineers. Kemp, former consultant manager in the engineering department of E. I. du Pont de Nemours & Company, Inc., was honored for his contributions to the institute as a past president, a director on the governing council, and a member of committees for government programs steering, international activities, and chemical engineering education projects.

'48 **Laurence J. Adams** of Potomac, Maryland, has been inducted into the National Academy of Engineering. Adams is a former president of Martin Marietta Corp. in Bethesda, Maryland.

'7 **M. Michael Okrent** of Omaha has been appointed vice president of HDR Engineering, Inc., in Chicago.

'74 **Mark K. Robitz** of Cambridge, Massachusetts, has been promoted to senior associate of the Architects Collaborative of Cambridge.

'85 **David T. Hatton** of Pittsburgh has joined the architectural firm of Williams Trebilcock Whitehead in Pittsburgh. Hatton was previously with Koder Architectural Group in Minneapolis.

COLLEGE OF VETERINARY MEDICINE

'85 **Janice Dye** of Urbana, Illinois, has received the Resident Research Abstract Award by the Comparative Respiratory Societies for significant research in pulmonary medicine by a research trainee. Dye is a teaching associate/resident in veterinary clinical medicine at the University of Illinois College of Veterinary Medicine at Urbana.

DEATHS

William H. Rucker, '22, Edina, Minnesota, December 28, 1988. Rucker was a general surgeon who practiced for 52 years in Minneapolis before retiring in 1974. Rucker was a Fellow of the American College of Surgeons and a member of the Minnesota Academy of Medicine.

Russell Lembke, '24, Brooklyn Park, Minnesota, November 27, 1988. Lembke practiced dentistry in Minneapolis for nearly 60 years before retiring in 1983. Lembke was a member of the Minneapolis Downtown YMCA Men's Club since 1932, a softball and basketball coach for the YMCA Church Athletic Association for 44 years, choir director of the University Lutheran Church of Hope in Minneapolis from 1928 to 1950, a former president of the Twin City Choir Association, and a founder of the St. Anthony Park Association in St. Paul in 1946.

Otto W. Talus, '34, Carlsbad, California, March 28, 1986. Talus was a retired secondary school teacher.

Mortimer C. Watson, '34, Minneapolis, December 2, 1988. Watson had planned on making the army his career and enrolled in the ROTC program at the University. He served as a first lieutenant in the Army Cavalry, but during a military cutback in 1941 he joined the FBI where he worked as an undercover agent to catch Nazi spies who entered the country through Georgia and Florida. After the war, Watson worked for the FBI in Detroit for nine years before transferring to Minneapolis in 1953, where he was an agent until he retired in 1968.

Erling J. Ordal, '36, Seattle, February 11, 1988. Ordal was a pioneer in the ecology of fish diseases and professor emeritus of microbiology at the University of Washington (UW). Ordal taught briefly at the University of Minnesota before joining the UW faculty in 1937 as an instructor in bacteriology. From 1951 to 1952 he was a visiting associate professor at the University of Cal-

ifornia, Berkeley, and in 1968 he was a scientific investigator at Technical University in Trondheim, Norway.

Lucille M. Petterson, '36, Falls Church, Virginia, January 15, 1988. From 1945 to 1952, Petterson worked in Germany with American occupation forces, was a research analyst at the Nuremberg war crimes trials, and a biographical officer and research analyst with the office of the U.S. high commissioner. Petterson worked in the United States for the CIA as a biographical analyst from 1952 to 1963 before returning to Germany to serve as director for six years of the Berlin Documents Center. In retirement, Petterson worked as a freelance translator and consultant in Washington and became an authority on the Moravian Church.

William Weinfeld, '36, Alexandria, Virginia, October 9, 1988. Weinfeld was former chief of the research and statistics division of the Civil Aeronautics Board. Weinfeld previously taught sociology at the University of Minnesota and directed the Minnesota Income Study before moving to Washington in 1943, where he worked for the Census Bureau and the statistics division of the Small Business Administration before joining the Civil Aeronautics Board in the early 1950s.

Vincent W. Bousquet, '37, Ashland, Oregon, December 1, 1988. Bousquet was an employee of the Weyerhaeuser Timber Company for 35 years and was responsible for much of the organization of its forest management research department. Bousquet was the assistant regional manager for Weyerhaeuser's Longview, Washington, operations when he retired in 1978. Bousquet was a member of the Society of American Foresters and was appointed in 1978 to the Washington State Forest Practices Advisory Committee.

Lloyd C. Gilman, '37, Willmar, Minnesota, October 26, 1987. Gilman was a practicing urologist in Willmar.

Wilford "Bill" Nelson, '39, Tustin, California, January 22, 1988. Nelson was superintendent of the Tustin Unified School District from 1946 to 1966, during which sixteen schools were constructed. Nelson also introduced a music program at Tustin elementary schools and set up a financial plan to help children of migrant farm workers receive an education. Nelson was a poet and musician who played banjo and guitar in several community bands that performed at hospitals and convalescent homes.

Wesley E. Schwieder, '39, Royal Oak, Michigan, October 20, 1988. Schwieder was a retired executive of Ford Motor Company.

Donald S. Freeman, '47, Edina, Minnesota, October 23, 1988.

Mary W. George, '49, Minneapolis, December 1, 1988. George was supervisor of Fairview Southdale Hospital's consolidated microbiology laboratory. George worked for Fairview hospitals for

37 years and had been supervisor of the microbiology laboratory since the 1984 merger of laboratories at Fairview Southdale in Edina, Fairview Ridges in Burnsville, and Riverside Medical Center in Minneapolis.

Robert Wecker, '49, State College, Pennsylvania, February 18, 1988. Wecker was president and chief executive officer of Ruetgers-Nease Chemical Company, Inc., for seventeen years. Wecker previously had worked for the Velsicol Chemical Company in Chicago, the Wyandotte Chemical Company in Michigan, and the Spencer Chemical Company in Kansas City. He also had been a banker with Northwestern National Bank in Minneapolis.

Warren P. Mild, '50, Blue Bell, Pennsylvania, February 20, 1988. Mild began his 40-year career in education at Bethel College in St. Paul as an instructor of English from 1948 to 1950. From 1950 to 1958 Mild was at the University of Redlands in California, first as an associate professor of English and later as dean of admissions. Mild served as administrator for the American Baptist Board of Educational Ministries from 1958 to 1966 and then as president of the former Ellen Cushing Junior College in Rosemont, Pennsylvania, for nine years before moving to the Montgomery County Community College in Blue Bell, where he taught English part-time in the 1970s.

Arthur James Adkins, '58, Laurel, Maryland, November 14, 1988. Adkins was a retired associate professor of education at the University of Maryland. Adkins previously was a high school teacher in Minnesota, faculty member at Northwestern State College in Oklahoma, curriculum coordinator with the Wisconsin State Department of Education, faculty member at the University of Utah, and an education adviser to the Agency for International Development in Paraguay before joining the faculty at the University of Maryland in 1964. Adkins was a member of the NAACP, the American Civil Liberties Union, the Howard County Human Rights Commission, and the Advisory Committee for Howard County Public Schools.

James H. Hedren, Sr., '63, Osseo, Minnesota, December 4, 1988. Hedren served as business manager of the Fridley school district for twenty years before retiring in 1983 and was one-time acting superintendent of the district. Hedren previously served as principal at Waseca Elementary School and principal of Willow Lane and Osseo elementary schools in Osseo.

Barbara J. Annett, '83, Brooklyn Center, Minnesota, December 30, 1988. Annett, who earned her bachelor's degree in English at the age of 82, was the second oldest person in the University's history to receive a baccalaureate degree. She was working toward a master's degree in history when she died. In addition to her studies, Annett tutored illiterate adults, spoke to senior citizen groups about educational opportunities, and was a bedside reader to the residents at St. Olaf Nursing Home in Minneapolis. Annett also was the 1987 and 1988 Brooklyn Center Senior Queen.

“We’ve found more time for what we find interesting.”

*Clifford and Mae Blaud,
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Walter Cronkite to Speak His Mind

BY CHRIS NISKANEN

There is a constant barrage of offers to give speeches and countless television producers want to borrow his famous baritone voice, but with the exception of a few PBS programs, Walter Cronkite is turning most of them down. Sailing his 42-foot yacht, the *Wyntje*, is a greater priority these days. So is writing the autobiography he promised Alfred A. Knopf more than 25 years ago. At 72, Cronkite is trying to enjoy life.

It's been almost nine years since the venerable CBS newscaster, who will speak at the Minnesota Alumni Association annual meeting May 17, handed the anchorman's reins over to Dan Rather, assuming the new title of special correspondent. It was the end of an era for most Americans, the end of nineteen years of leaning back in their La-Z-Boy recliners and letting "Old Iron Pants" tell them the way it is.

But since then, Cronkite hasn't settled into retirement. There have been numerous special assignments, including a half dozen "CBS Reports" documentaries, three "Walter Cronkite at Large" broadcasts, several World War II anniversary reports (V-E Day and D-Day), and last summer's commentary on the Democratic and Republican conventions.

And though he speaks of sailing and writing, there's a lot more on Cronkite's mind these days. The 1988 presidential election, for example.

"I was very upset about it, like so many Americans were," Cronkite says. "I didn't think that the American people were treated fairly by the media manipulators, the parties, and the candidates. We didn't get a fair discussion of the issues. It was a poor demonstration of democracy in action."



**"For years I did radio commentary everyday
that was quite liberal."**

Cronkite is not as critical of the election's television coverage as he is about the way television was misused by the candidates. Television makes "every living room a whistle stop," he says, and "should be seen as a great advantage to improve the democratic process." The two presidential debates disappointed him most, and he places the blame on the candidates.

"There's a great opportunity for the candidates to really dig into the issues," he says. "They should be calling for an expansion of those debates, more time given to them, and to take them more seriously."

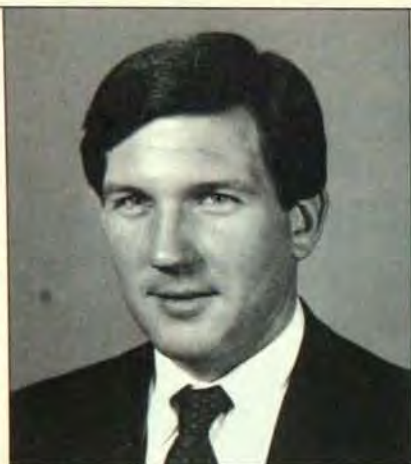
"I'm rather delighted that the sound bite came up as a matter of concern,"

he continues, "because maybe now people will take a closer look at television and realize they aren't getting everything."

When the conversation turns to liberalism, the much-maligned philosophy Cronkite holds dear, his famous voice no longer holds the steady pace of pauses and emphasized syllables. There's a sense of urgency. And anger. The man Americans picked in 1972 as the nation's most trusted person, is upset that liberalism, once an honorable philosophy, is now a political miscreant.

"I find this the most offensive aspect of the whole campaign," he says. "It has turned the word *liberal* into a dirty word. That was a calculated, political ploy, and unfortunately it worked."

It may seem odd that Cronkite speaks so openly since journalists traditionally have been fettered by the rules of objective reporting. Cronkite-the-anchorman never made his personal ideology known during the six o'clock news—and he firmly believes that is how it should be—but Cronkite-the-citizen has a lot to say. A *New York Times* article in January commented that Cronkite was no longer an "ideological eunuch," and was now willing to speak out in support of liberalism and against Star Wars and the Grenada and Tripoli military actions. That doesn't mean he is a member of the Democratic party.



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A declared independent, Cronkite makes a clear distinction between being a liberal and being a Democrat. "I try to be nonpartisan," he says, adding that liberal Republicans have often urged him to run for office, an offer he has always refused. "I made a lot of speeches around the country that were basically liberal. Nondoctrinaire, I hope. That's one of my definitions of being liberal, being nondoctrinaire."

Cronkite says that speaking his mind is nothing new. "Even my wife refers to it as 'coming out of the closet,' and I jumped on her case like everybody else. That's not so. For years I did radio commentary everyday that was quite liberal."

When Cronkite isn't speaking his mind in public, he is probably giving an earful to the CBS board of directors, of which he is a member. His relationship with the CBS brass has not always been placid. When his 1981 contract expired in November of 1988, it was widely reported that he wasn't happy. Getting more air time was not the issue, he says; he just didn't like how things were being run. "I was not in sync with the new management and with the news department," he says, "and they weren't happy with my criticism." His new contract increased his \$1 million salary and allows him to continue PBS appearances, maintain his CBS headquarters, and hold his board position.

Above all, it pays him to stay clear of the competitors.

Few could have guessed, when Cronkite began as a campus correspondent at the *Houston Post*, that he would someday become one of the most honored journalists in history. He has covered nearly every major news story in the last 40 years.

Cronkite's continued notoriety still causes him discomfort. He refers to it as the "Uncle Walter Syndrome" (he abhors the nickname)—people still stop him in the street to say they believe everything he says.

"That's frightful," he says. "We make a helluva lot of mistakes, and when we know about them and think they are important enough, we correct them. But to believe everything I say on the air, well, that is a frightening thought."

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IT WASN'T THE kind of December morning that inspires people to drive to South St. Paul—or anywhere else for that matter. The wind blew snow around the hotel parking lot and the temperature hovered near zero. Even so, 30 or so state legislators, Minnesota Extension Service staff and volunteers, University alumni, and St. Paul-area community leaders had braved the elements to hear University officials explain the whys and how-much of its 1989-91 legislative request.

At the end of the meeting, some participants were skeptical of the amount of the University's funding request. Others were more convinced. Everyone agreed, however, that turning a good university into a great university doesn't come cheaply.

"If it's true we are losing faculty to other schools, I think we ought to take a look at it," said Senator James Metzen (DFL-South St. Paul), referring to the University's \$25 million plan to raise faculty salaries to third in the Big Ten over the next two years. "But that's a lot of money."

Organized by the Minnesota Extension Service with the Minnesota Alumni Association, the South St. Paul legislative meeting was one of the last meetings in a one-month, statewide information campaign. Its primary purpose was to explain to legislators and citizens what the University needs from the 1989 legislature. But in the wake of recent controversies, it also provided a chance for the University to regain public confidence, as former Interim University President Richard J. Sauer explained at the beginning of the meeting. "We want to listen to you," he said, looking somewhat tired, but still smiling after fourteen similar trips in the past 30 days throughout Minnesota. "We want to respond to your questions and hear your suggestions."

That 30 people showed up at 8 a.m. on a day when cars didn't want to start, suggested that Dakota and Washington county residents did have questions and



suggestions.

"What I see and like is the town meeting effort," said Betsy Neff, president of the Nursing Alumni Society. "It's important to get the message out to people who have sons and daughters at the 'U,' and to the legislators and other elected officials."

For an hour and a half, University officials, students, and professors explained the University's needs and how the request would fill them. The bottom line? A \$198 million increase over a \$1 billion base funding level.

As the presentation began to highlight specifics, a table of alumni near the front of the room watched and listened intently. A slide show illustrated how the University, though "decent" in some respects, falls further and further behind its competition every year. And for some, it became evident that today's University isn't as good as the school they attended.

The gloomy statistics showed the University ranking near the bottom of the Big Ten in providing instructional equipment for students. Money for library acquisitions had also fallen behind, dropping library funding into the basement of the Big Ten. With an

anticipated faculty shortage in the 1990s and competing universities increasing their faculty salaries, the University is finding itself fighting just to keep current faculty members on campus, officials said.

"The 'U' cannot become a great institution if it does not address the problems of equipment, libraries, and salaries," said Gene Allen, acting vice president for the Institute of Agriculture, Forestry, and Home Economics. According to University officials, the state of Minnesota ranks "very average" nationally in terms of the money it spends on higher education. According to an annual study by Research Associates of Washington, it ranks nineteenth in the nation based on money spent per student in higher education. Though Minnesota ranks high in the amount of money it raises in taxes, it places only 37th in the nation relative to the amount of tax money spent on higher education.

The bad news came as a surprise to some. But not to Neff. "What I heard today wasn't anything particularly new," she said.

After the presentation, the meeting was opened for audience questions and

discussion. One legislator voiced concern about a request for a \$6.5 million telecommunications satellite system. "Aren't there other things on the list more important?" he asked. Replied Sauer: A satellite system would increase the University's outreach to rural Minnesota, "but clearly it doesn't rank ahead of some of those other items. If I had to choose, I would combine the eight or so items that would improve the undergraduate student experience."

Some questions didn't specifically pertain to the legislative request but were issues that administrators had faced before. "Does the University plan to move basketball and hockey off campus, like it did with football?" asked one man. "There is a strong bias to stay on campus," answered Sauer. "But if one wants to do that, what are the options? Expand Williams Arena and build a new hockey rink?" If the University could raise enough money and the legislature would provide funds, Sauer said, "I would certainly support that."

Following the meeting, participants lingered to ask more questions, and a group of alumni discussed their future plans to lobby the legislature for University funding. Nowhere was the animosity that had plagued the school six months earlier, when angry citizens and alumni decried the remodeling of Eastcliff and the discovery of previously unknown reserve funds. Most echoed the sentiments of Senator Metzen:

"I think people realize the University has just gone through a bad phase," he said. "I think by and large the legislature is going to support the 'U,' but probably not as much as they are asking for."

RASKIN SPEAKS

Although politics are usually the mainstay of conversation at the Washington, D.C., Alumni Chapter, it was best-selling author Barbara Raskin, '55, who drew more than 60 alumni and friends to a November 14 meeting—one of the best turnouts ever. According to club president Dee Peterson, Raskin talked about the rigors of writing her book *Hot Flashes*, a steamy novel about women of the post-Depression generation, and how it turned into a best-seller. Raskin had an unexpected surprise when she



Prior to the Peking Opera's Northrop performance January 13, 350 guests of the College of Liberal Arts/University College Alumni Society and the Presidents Club received an inside look at the opera, its techniques, music, and costumes at a special dinner at the Radisson University Hotel.

discovered several Minneapolis high school classmates sitting at her table.

NURSING ANNUAL MEETING

JoEllen Koerner, an expert on nursing practice models, will be the keynote speaker at the Nursing Alumni Society annual meeting April 22 at the University Radisson Hotel, Minneapolis.

LUTEFISK AND LUMBER

Most Americans associate Scandinavian countries with beautiful fjords, tasty lefsa, and Olympic skiers. But Norway, Denmark, and Sweden are also world leaders in wood exports and forest management. The Forestry/Natural Resources Alumni Society and the College of Natural Resources are co-sponsoring a 22-day Scandinavian forestry tour to learn more about Scandinavia's forest industry. The tour, which begins June 12, will survey pulp paper mills and forests throughout the three countries. For more information, contact Henry Hanson at 612-644-7250.

BIG TEN CHAMPS

When the dust finally settled, the University of Minnesota team was the Big Ten champion. Not in football or bas-

ketball, but in alumni golf. Don Niles, '55, Jack Cooney, '43, and L. L. Kallestand, '38, teamed up to take the first annual Big Ten Alumni Golf Tournament October 21 in Fort Lauderdale.

MORE PEOPLE NEWS

Carol Green, president of the Detroit Area Women's Club, died November 7 of a heart attack. Green earned both her bachelor's and master's of arts degrees at the University and was a 50-year member of the women's club. The club's annual \$6,000 scholarship donation, raised from wild rice sales in the Detroit area, will be given in her honor this year.

The Veterinary Medicine Alumni Society elected **Barbara O'Leary** as its new board president, as well as two new board members, **Rich Goullard** and **Joe Glenn**. Former board president **Roland Olson** was also reelected to the board.

Bruce Hawkinson, '68, was elected president of the Forestry/Natural Resources Alumni Society. Hawkinson is planning supervisor of the Division of Fisheries for the Minnesota Department of Natural Resources.

A Call to Advocacy

WORKING TO BECOME more involved and make a larger impact on important issues facing the University, your alumni association has recently adopted a strategy for advocacy.

Throughout its 85-year history, the Minnesota Alumni Association (MAA) has been an advocate for the University—some times more than others. The newest wave of advocacy began in 1980 when the association commissioned a survey of alumni attitudes. This survey, as well as the Magid Study of 1983, showed that alumni were indifferent toward the association: Although they really didn't know what the MAA did for them, they wanted the association to have a positive impact on the institution, especially its students. Heeding that initiative, the MAA began to look for opportunities to make a difference.

In 1984, when the University began to search for a new president, the MAA asked to participate in the search, but the regents chose not to involve us. Undaunted, key volunteers continued to seek a more active role in the affairs of the University.

In 1985, when divestiture of the University's South African investments became a controversial issue, the association conducted its first alumni poll and reported the results to the regents. Alumni leaders explained that this was not an attempt to set policy, but to make an impact on policy. We have since conducted polls to gather information on financial aid, athletics, and President Keller's resignation.

The alumni association continued to pursue advocacy opportunities, and in 1985 we set out to help improve the process by which regents are chosen. At the time, many observers predicted that changing the process was impossible and that the MAA's involvement

in the issue would undermine the association. But with passage of legislation last year we proved the skeptics wrong.

The association's legislative network—in which alumni, individually and collectively, speak to legislators on the University's behalf—is another positive example of alumni advocacy and involvement in University issues.

As the MAA increases its advocacy role, communication with members remains a priority. Our immediate past president, Fred Friswold, wrote to our general membership in February 1988, a time of crisis for the University. In the last issue of *Minnesota*, I had the privilege of sharing with you some of our recent actions on University issues.

The association is also committed to keeping open the lines of communication with University administrators and regents. The executive committee recently passed a resolution asking that the University consider "excellence and diversity" in selecting candidates for top University positions. We are asking that alumni again serve on screening committees for all key positions, as we have in the past year during searches for the president and athletic directors.

We will continue to anticipate controversial issues, such as the fate of Memorial Stadium, that affect alumni and upon which the alumni association can have an impact. We are now developing an issues management program



Chip Glaser, '75,
is president of K. Charles
Development Corporation.

to help determine the best way to address various concerns and the protocol for long-term and crisis issues. We can't promise happy endings for every problem, but we believe the University should manage its tough issues with the MAA as an objective ally and not allow them to be misinterpreted and mismanaged by the press.

Some of the time we will be publicly visible in our advocacy; but

much of the time, small groups of alumni will be working behind the scenes to make positive changes in the University.

Our organization is in the process of a real cultural transformation. We are going to make things happen at the University. However, we recognize that this carries significant responsibility.

Our members support our advocacy by their vote; and that vote is their paid membership in the association. While we can say we represent all 240,000 living graduates, we are really vested to speak only on behalf of those who are dues-paying members. Membership, then, is not simply a financial resource that helps us fund our advocacy, but much more importantly, it is a resource of influence that helps us make change on behalf of you, the alumni, our stockholders. I urge you to continue to be a part of the University's future by encouraging others to become a part of the Minnesota Alumni Association team.

By Chip Glaser

Looking Ahead with the Class of '39

"THE YOUTH OF this generation will pass this way only once," reads the dedication of the 1939 Gopher yearbook. "They have but one opportunity, just one chance to equip themselves for the (problems) of their day."

With University of Minnesota degrees in hand, the Class of '39 took that message to heart, distinguishing themselves and their university, while helping to solve the problems of the state and the world. And what a job they did. Graduating that year were Vice President Hubert H. Humphrey, Minneapolis Mayor Arthur Naftalin, Minnesota Commissioner of Public Welfare Vera J. Munson Likins, Minnesota Supreme Court Chief Justice Robert Sheran, alumni association associate director Janet Hart Widseth, business entrepreneurs Genevieve Griffith Bolger and Don Gabbert, and executive director of the St. Paul Council of the Camp Fire Girls, Betty Hedback Lampland, to name just a few.

Forty-nine years after graduation a group of '39 classmates led by senior class president Don Lampland met to plan their 50th class reunion. The same day, headlines in the *Star Tribune* noted an exodus of members from the Minnesota Alumni Association due to recent problems at the University. Disturbed by the account, Lampland, reunion co-chair Goodman Larson, and their classmates decided to take Arthur Naftalin's suggestion that they channel their anger into action. Less than two weeks later, the Class of '39 called a press conference and declared that their golden reunion program would be expanded to include a series of four symposia on the future of the University.

I attended the January forum and found it power-packed.

Among the speakers was Curt Johnson, executive director of the Cit-

izens League and former president of the Minneapolis Community College, who delivered a hard-hitting, provocative speech. He told those assembled that the Citizens League, after much research, had reached the conclusion that quality education is the key to the state's future and must be the top priority on the public agenda. Furthermore, he said, the University, the state's flagship enterprise, should be first on that agenda. The league, he added, applauded Commitment to Focus as the right philosophy.

If a statewide consensus for improving the University and the quality of education is to be built, Johnson said, we must overcome fractious geographical politics that prevents leaders from seeing the state as a whole and eliminate the idea that limiting access is elitist.

"If the only way the sons and daughters of Minnesota families can get to a really high-quality university environment is if they can gather enough resources to go to Carleton, isn't that the most elitism imaginable?" asked Johnson. "Isn't it something very different from elitism to build at least one extremely high-quality institution that is a rarefied atmosphere, that is a special opportunity that has been deliberately reserved for the people who have decided to prepare for it... and have that in the public sector?"

Playing popular politics, said



Margaret Sughrue Carlson
is executive director of the
alumni association.

Johnson, is another dangerous barrier. "Let no one misunderstand," he said. "I am here being critical of the governor. Governor Perpich says no to any more money for this institution beyond what inflation would suggest because he says it would be a signal that we're going to do business as usual. How in the world can it be business as usual when one president was forced from office, a new one chosen, six

vice presidencies are open, four chairs on the Board of Regents are open, there is a new [men's] athletic director, there's a new process in place for screening regent candidates, and exhaustive studies point the way to a sounder system?"

"The state is well down the road to figuring out what its university is supposed to be and do that will be different. At the top, it is not—and cannot be—business as usual. Scarcely any one is left who remembers what that was."

Powerful ideas and forceful discussion are promised at the final two public meetings on March 18 and May 17, so plan to join the Class of '39, a group that is still making contributions to the University and state.

If I could have only one wish for the Class of '89, it's that they take note of the Class of '39 and return to campus in the year 2039 to celebrate their golden anniversary with equal vigor, enthusiasm, and commitment.

By Margaret Sughrue Carlson

There might be only one "U"... but there are lots of "them."

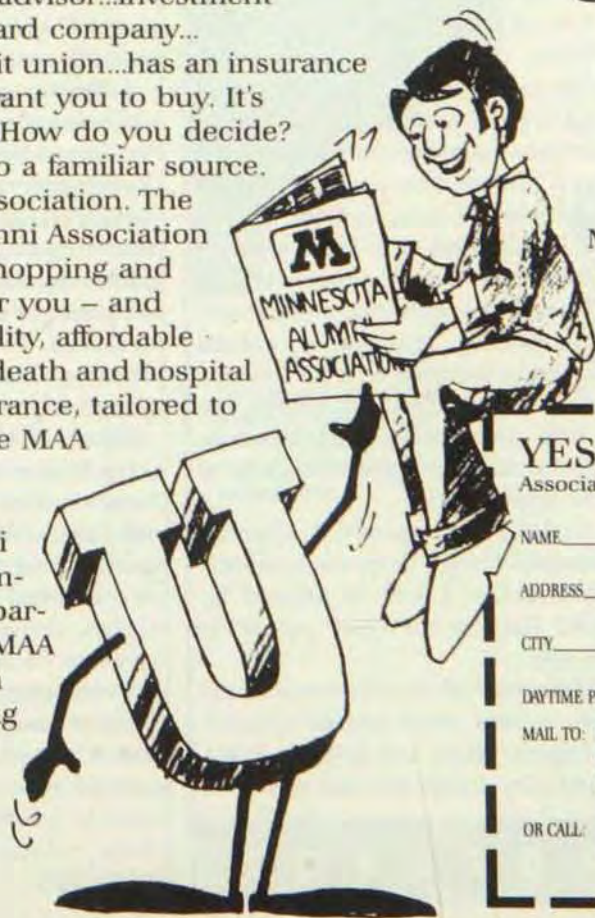


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A Plan for Action

HUMBLING CHALLENGES aren't mentioned in job descriptions for university presidents, but they certainly go with the territory. They make the job worth doing, and it's already clear to me that the challenges will not be in short supply.

Writing my first column for *Minnesota* is such a challenge. There is so much to say and so little space.

I feel I should devote my whole first column to a tribute to Dick Sauer. The day hasn't gone by that I haven't learned something new about Dick's remarkable service as interim president. The only way to sum it up is to say that he was the right person in the right place at the right time. We owe him a great debt that he is far too modest to collect.

He'd want me to get on with the more practical challenges, first among them the 1989 legislative session, which is by all accounts a watershed time for the future of the University.

Had there been no controversies at all last year, the 1989 session would still have been crucial. The sheer momentum of institutional change at the University, coupled with the remarkable response of the Minnesota Campaign's donors, had set the scene for the 1989 session to be the "hard place," the time for definitive legislative action to endorse and reinforce the fundamental directions of the University for some time into the future.

The timing for controversies just couldn't have been worse. The issues that have been so troublesome have little or nothing to do with the real substance of University plans, but they took public attention away from the substantive agenda and cast doubts on our ability to pursue it.

Governor Perpich's initial budget recommendations could not have defined the challenge more succinctly. In virtually the same way he chal-

lenged the University in 1984 to focus its programs in order to earn his support, this year he made it clear that he must be convinced that we have put our house in order and put the problems of 1988 behind us.

In my first report to the Board of Regents, I accepted that challenge, and I have every confidence that we can make our case to the governor, the legislature, and the public that our good intentions are being translated into actions.

One of Dick Sauer's last communications, quoted from the Spencer Commission's report, was that "it is no good to plead for trust in the abstract; trust grows out of the hard soil of experience." I started my first report to the board with the same message, adding that I could think of no better message to set the tone for my administration.

I promised a report card at the March board meeting, outlining six general areas to be reported on with concrete actions. I've asked respected colleagues to help me develop comprehensive, well-documented reports in each of these areas.

Actions to improve *University accountability* must be my own personal responsibility. I will be assisted by David Berg as the "lead person" in this area.

Managerial effectiveness, much in the news in 1988, must become a source of respect, trust, and pride in 1989. University controller and treasurer



Nils Hasselmo
is president of the
University of Minnesota.

Carol Campbell will lead this effort.

Governance and administration, also much in the news in 1988, calls for special attention, especially in terms of communication between the University administration and the Board of Regents. I've asked University of Minnesota, Duluth, chancellor Lawrence Ianni to be the lead person in this area.

Acting provost Shirley Clark, assisted by

persons with special expertise in each area, will spearhead the effort in three academic areas:

Improving undergraduate education, which has always been at the heart of the University's planning, has been the central topic of numerous important studies, reports, and plans. It's a complex, long-range process that is very hard to measure, but it is time for a full accounting of actions taken and results identified. I've asked assistant vice president Robert Kvavik to take on this special assignment.

Research development, a great strength of the University, is an area that produced much of the good news of 1988 and before. Private donors, public agencies, businesses, and foundations have invested heavily in University scholars, despite the controversies, and we know we are on the right track to do even better. The bad news is that we have entered an era of unprecedented competition, nationally and internationally. We have real momen-

By Nils Hasselmo

run at this time, but it is momentum that simply cannot falter without serious long-term consequences. Graduate School Dean Robert Holt has agreed to coordinate this report.

Public service and technology transfer, extending the teaching and research of the University to the public and the economic sectors, has been our mission from the beginning. In terms of real program delivery, ours is a different task from the early days of promoting more effective agricultural

"I have every confidence that

we can make our case

to the governor, the legislature,

and the public that our good

intentions are being transmitted

into action."

practices. It will demand even greater use of University knowledge across the entire spectrum of subject areas, including agriculture, and University resources will have to be coordinated with other public and private resources. Our planning recognizes this, but it's time for a status report based on actions, and Hubert H. Humphrey Institute of Public Affairs Dean Edward Schuh, Institute of Technology Dean Ettore Infante, and assistant vice president Anton Potami are heading up that effort.

I promised this report card by March 10, knowing full well that all the work will not be done. Most of the important improvements we are trying to make will take years—not months—but it is absolutely essential to demonstrate results and progress while there is still time for the 1989 legislature to respond.

I promised the report card knowing that accomplishments have, in fact, been made. We do have a positive story to tell. The humbling part is the recognition that we have to tell it better.

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C A R L S O N L E C T U R E S

NO TO EVIL RESEARCH

THE ONLY LESSON to be learned from the experiments described by Bjørn Sletto in his article "When Research Is Evil" [November/December 1988] is that it is invalid. Despite their circuitous rationalizations, the information gathered by the "prestigious" Nazi scientists was inhumane, macabre, and reprehensible. Does Sletto have any idea of the conditions under which these unfortunate 300 "prisoners" underwent "experiments" to test the "human body's response to cold"? One-third of these human guinea pigs died a torturous death while the scientists recorded the data.

The only good that could come from these cruel experiments, conducted under the most barbaric of circumstances, in a time frame when human rights were at an all-time low, is that we remember those poor souls who suffered at the hands of the Nazi "medical community" and honor their memory by putting the study to rest. To dignify this study by using the results in current projects is to me disgusting. To think that Robert Pozos and Arthur Caplan are even grappling with this issue is disheartening to me.

I suggest the scientists question survivors of Dachau and find out what they think. This is the surest way to learn the truth [of whether] "good can come from evil." It should settle the question, and set the record straight on the ethics of inhumane



experimentation.

What a sorry state of affairs to recycle facts obtained at the expense of losing one out of three lives.

PAMELA LECHTMAN
Woodland Hills, California

BJØRN SLETTO'S excellent article, "When Research Is Evil" raises important issues regarding publication and use of unethical research results. At issue is how to handle the experimental results from profoundly unethical Nazi experiments that involved submerging concentration camp prisoners in vats of freezing water to test the human body's response to cold. As a result, about 100 prisoners died. The article states that Professor Robert Pozos, director of the hypothermia

laboratory at the University of Minnesota, wants to "analyze and republish the information garnered from these experiments" but he questions that, "if I used the data, would I legitimize the Nazi crimes and encourage unethical research?"

Republishing these experiments is justified provided that the publisher makes clear the distinction between drawing on the Nazi data for scientific purposes on the one hand and for providing instruction on ethical boundaries of quests for knowledge on the other.

Documentation of unethical work should be made available to students and the public lest they forget and cease to mourn these past events. The Nazi hypothermia material can serve a useful role in teaching about the complicity of health professionals in unethical medical procedures.

The context of publication could influence (albeit not control) how the data will be used. For these reasons, I would oppose republication in a scientific journal because this would lend a hint of scientific approval and tend to legitimize it. Such journals should, I believe, be reserved for meritorious work that complies with the highest ethical standards of the day.

The scientific use of this material raises complex questions. The article suggests that Dr. Pozos believes that knowledge gleaned from these Nazi experiments could help save human lives today. Dr. Pozos is treading on thin ice. Certainly, he

cannot use this possible [application] as grounds for justification for republication. If research is so unethical that it should not have been done in the first place, then I believe there are strong grounds for relegating it to scientific oblivion. Even citation of such material in a context that suggests any scientific utility is open to serious question and should, I believe, not be done.

Whilst some of us may wish to ignore the scientific value (if any) of the Nazi experiments, we should keep the ethical lessons of this work constantly before us. Professor Arthur Caplan and Professor Pozos are to be commended for devoting the Biomedical Ethics Center's May 17-19 public conference this year on debate about Nazi medical crimes.

F. BARBARA ORLANS, PH.D.
Bethesda, Maryland

KAMPELMAN COUP

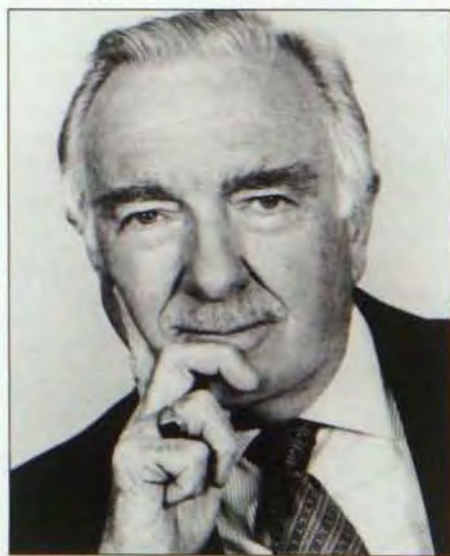
HOW DID YOU AND John Jenkins manage to arrange that marvelous interview with Max Kampelman [November/December 1988]? That's such a great scoop. I hope it's copied by other publications. It's the kind of article one would expect to see in the *New York Times*.

RAYMOND MITHUN
Wayzata, Minnesota

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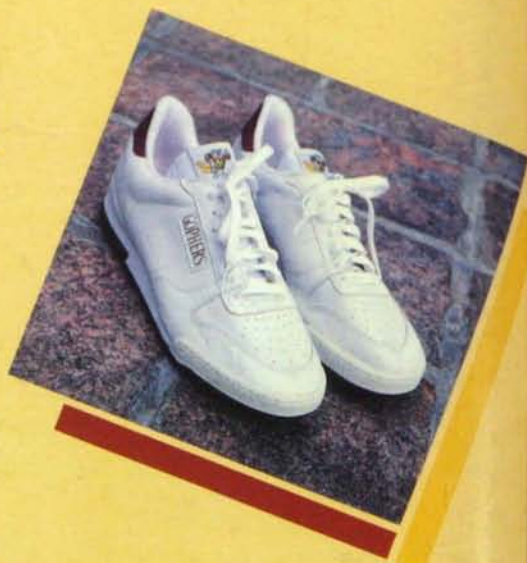
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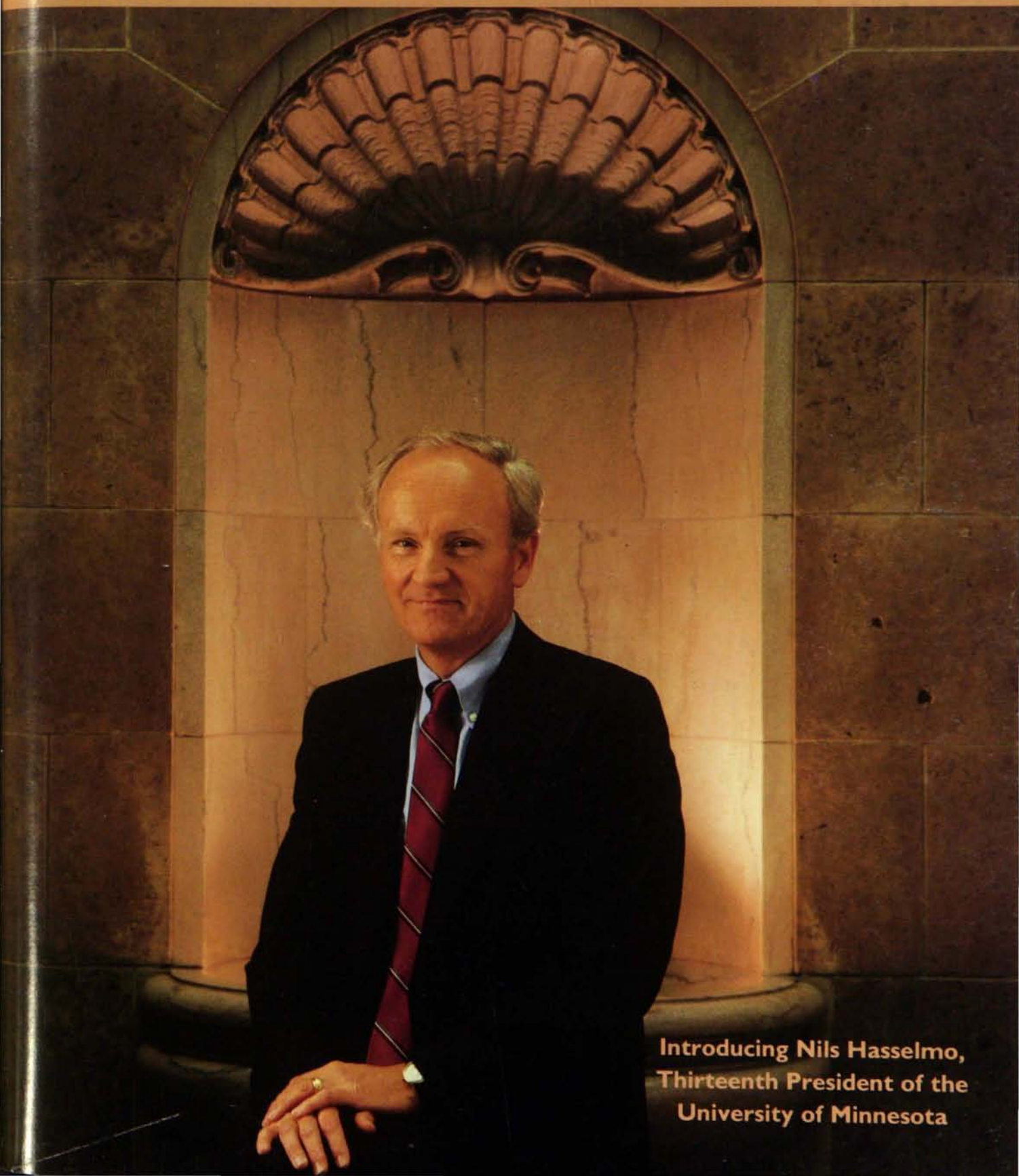
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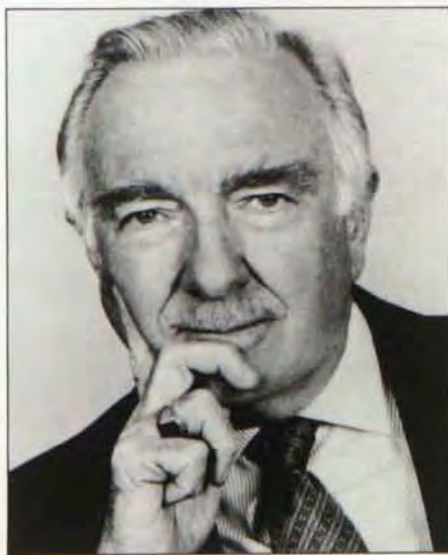
MINNESOTA

MAY • JUNE 1989



**Introducing Nils Hasselmo,
Thirteenth President of the
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Over the years,
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with presidents, kings, and
countless world figures.
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with 3,000 gophers.



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MINNESOTA

UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

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Unique in structure and scope, the Institute of Technology finds itself short of funding, equipment, and facilities.

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A plea for alumni to send their legislators a message of support for the University.

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I N F O C U S

From Our Perspective

WHAT KIND OF A MAN is Nils Hasselmo, the thirteenth president of the University of Minnesota?

Shortly after Hasselmo was chosen president, we began to put this issue together, hoping to answer that question and bring our readers the sort of inside perspective we promised some months ago. When we called the president's office to schedule an interview, we found that he was booked nearly solid for two months, with only two half-hour time slots open. After some juggling, we got the time we needed to speak with President Hasselmo.

St. Paul writer Jim Thornton brings you the story of a president determined to be the right person in the right job at the right time. He gives you the inside story on how President Hasselmo convinced Gus Donhowe, former head of Fairview Hospitals, to leave the corporate world to become University vice president for finance and operations. The story takes you into the fourteen-hour-a-day world of a president who is convinced that he must personally communicate to anyone who will listen how he means to improve the University.

While our goal in this issue is to tell you what kind of job Nils Hasselmo is doing, we also wanted to tell you what it's like to run for the office of president of a university. We asked Pat Meisol of the *Baltimore Sun* to tell us how the Minnesota selection process stands in relation to the national search for presidents.

Her story taps into the difficulties of

the search for higher education leaders, the conflicts between openness and the right to privacy, and the difficulties of the job as well as the search.

We asked David Wilson, *New York Times* contributor, to give us the perspective of a university president already in office. Wilson's profile of alumnus James Zumberge of the University of Southern California looks at a president who does not believe in doing business as usual and brings a decidedly corporate perspective to his campus.

In the process of organizing this issue, we heard George Keller, senior fellow at the University of Pennsylvania Graduate School of Education, speak at a conference. Keller lamented the loss of higher education leadership. If universities, the intellectual outposts of our society, don't prepare us for the future, who will? Higher education is the key to much-needed improvement in a much-changed America, but instead of leadership, he sees presidents doing little more than protecting their campuses while a deadly silence pervades academe.

From our perspective, we see that President Hasselmo is very involved in his campus and in putting the house in order. But he is also joining with University supporters and legislative leaders to forge a consensus that education is the key to the state's future. In education, Hasselmo and his supporters are helping actualize the vision of another "Minnesota Miracle."

—Jean Marie Hamilton

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St. Paul writer **Jim Thornton** has published articles in *Sports Illustrated*, *Readers' Digest*, *Minnesota Monthly*, and other publications. He earned a B.S. in zoology from the University of Michigan and an M.A. in journalism and an M.F.A. in creative writing from the University of Iowa.



Jim Thornton

IN SEARCH OF SUPER PRESIDENT

Pat Meisol joined the *Baltimore Sun* as a higher education writer in March 1988. From 1983 to 1988, she covered education, criminal courts, and other beats for the *St. Petersburg Times* in St. Petersburg, Florida.



Pat Meisol

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An independent journalist, **David S. Wilson** has reported across the nation for *Reuters*, *Time* magazine, *Adweek*, and other publications. He currently is a regular contributor to the *New York Times* from Los Angeles.



David S. Wilson

LIMBO

A former *Minnesota Daily* department editor, **Karen A. Reid** is a Twin Cities free-lance writer. She is completing work on her master's degree in English at the University.



Karen A. Reid

PITCHING FOR ANOTHER CHAMPIONSHIP

Sports columnist **Brian Osberg** earned a B.S. in business in 1973 and a master's in public health in 1986 from the University of Minnesota.



Brian Osberg

LAIID-BACK WIT

A junior in the School of Journalism and Mass Communication, **Teresa Scalzo** is *Minnesota's* editorial intern. She also contributes to *Colleges and Schools Digest* and *Class Notes*.



Teresa Scalzo

MEDIA WATCH

A former assistant to the editor of *Minnesota*, **Kimberly Yaman** is associate development director of the Scattergood Friends School in West Branch, Iowa.

IN BRIEF

University Relations writer and editor **Maureen Smith** edits *Brief*, a weekly news bulletin for all five University campuses, and the faculty-staff edition of the University tabloid, *Update*.

SENDING THE UNIVERSITY A MESSAGE

Minnesota associate editor **Chris Niskanen** also writes and edits *Colleges and Schools Digest* and *People and Events*.

PHOTOGRAPHY

Judy Olausen, '67, is a Twin Cities photographer who has won numerous national awards. **Harold Sweet** is a Los Angeles photographer. **Rich Ryan** is a University junior and *Minnesota's* student photographer. **Tom Foley** is a photographer for University Relations.



Chris Niskanen

ILLUSTRATION

Susan Nees is a Twin Cities illustrator whose last work for *Minnesota* received top honors from the Council for Advancement and Support of Education in 1987. **Linda Frichtel** is a Twin Cities artist.

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THE
PRESIDENT
FROM
HAZEL HEATH

*Nils Hasselmo's Swedish style
helps win friends and influence the populace*

BY JIM THORNTON

IT'S 9:30 A.M. WHEN the gaggle of University day-care kids in pastel snowsuits buddy-system their way into the office of Nils Hasselmo. He's already been working for two and a half hours, and his day won't end till at least 9 at night. It's easy to believe him when he says to the little ones, "Welcome! Thank you for coming to see me! This is the most fun part of my day today, I can tell you that!"

A WCCO television reporter and cameraman stand to the side, trying their best to cajole sound bites from the tots for use in a day-in-the-life story on the University's new—and almost preternaturally accessible—president. In his short time at the helm, Hasselmo has already made several sweeps across the state to visit with heads of the University's coordinate campuses as well as with public school leaders, mayors, businesspeople, and legislators. He has arranged a regular monthly lunch schedule with student leaders, delivered innumerable speeches, lobbied the

legislature publicly and privately, made several key appointments, inaugurated his series of so-called Action Agendas (report cards on the University's progress), and even taken the time to serve as Coach for the Day of the women's basketball team. Now, for the next ten minutes, he is meeting with some of the state's youngest constituents.

"Thank you," he says as a child hands him a T-shirt. "This is the best gift I've received since I became president." Then, perhaps more for the benefit of the television audience than for the wee ones, he reads the shirt. "It says, 'Early education is the future of higher education.' You're absolutely right!" At this point, Hasselmo directs his—and the camera's—attention to a framed political cartoon on the wall: a caricature of himself saying "Nice doggie" to a hellish-looking hound with *Legislature* tattooed on its hide. "Can you draw a doggie?" he asks a perplexed child. "Maybe you can grow up to be a cartoonist for the newspaper."

The WCCO cameraman tapes

everything. In the multimedia age, Hasselmo's accessibility is necessarily layered: accessible to kids, accessible to television audiences, accessible to writers observing and chronicling all this accessibility. "Tell your parents you'll be on Channel 4 tomorrow night at 10," says the cameraman to the children. "That's pretty late," he adds. "Maybe they can tape it for you." Ah—even accessible to untold generations of video historians in the next millennium.

The kids smile proudly, the way one would expect the future of higher education to smile. Then their teachers begin the complex job of re-snowsuiting everyone, and the diminutive tribe leaves for recess. The WCCO squad packs up too, promising to rejoin Hasselmo later in the day when he attends some event or other at the Walker Art Center.

Inside his office, a shirt-sleeved Hasselmo smiles amiably and a little wearily, an expression notable not so much for the upturned corners of his

mouth as for the signature crinkling of his crow's-feet. "I try to be accessible," he says in his Max von Sydow accent, "but I find every day I turn lots of people away because the day is only from seven in the morning to nine in the evening. I try to get to them by telephone if I can't see them, but I really have to watch it to be sure I can do the things that need to be done. It's a real tension, and I have to give on accessibility in favor of getting the job done sometimes."

If this dichotomy between openness and focus sounds somehow familiar, it's probably because the tensions of Hasselmo's job so neatly parallel the wider issues confronting the University as he attempts to lead it out of its season of disrepute. Of all the well-publicized woes, from athletic department scandals to lack of fiscal accountability to potential exodus of relatively underpaid faculty, none has stirred as much controversy as perceived elitism in the Commitment to Focus plan. Unpleasant echoes still reverberate throughout the state; Hasselmo's number one job, he concedes, is to sell the citizenry on the absolute necessity of Commitment to Focus, tainted as the phrase itself may have become. He's convinced—and convincing—that the alternative, trying to be all things to all people, will guarantee nothing short of a plummet to educational mediocrity.

"The University has *never* served everybody, but there's a notion that somehow it *ought* to serve everyone," Hasselmo says. "Given the fact that resources are limited, you have to make choices—choices about the academic programs to offer, about the enrollment you can accept and still provide quality education, about which research areas you develop, and about which service areas you're going to maintain and concentrate on. Choices have to be made, and this has been done for many years in a populist setting. You just have to present the concept as being for the benefit of society and without socioeconomic or ethnic barriers to access. In terms of enrollment, for example, talent and the willingness of a student to work become the criteria for selection."

Hasselmo is also adamant about the need for "safety valves"—primarily the state's community college system and the University's own General College—that provide a "second chance" route for those who want to attend the University but lack, for whatever reason, proper preparation at the time. "Some students might originally think they want to do something that doesn't require a college degree, but then realize they really want to go into higher education," he says. "It's important they have those opportunities, and the community colleges offer an excellent

not a confrontational person, and he's not a harsh person, but on the other hand, neither is he easily deterred from what he wants to do."

To Donhowe as well as many business leaders, technologists, and politicians throughout the state, Hasselmo's blend of tact, likability, empathy, and perseverance should serve him well as he attempts to successfully guide the institution through the considerable challenges ahead. The University is a \$1.5 billion institution, and it is not fair to "put the sole burden on a given individual" for its future success or failure,

"I find every day I turn lots of people away because the day is only from seven in the morning to nine in the evening It's a real tension, and I have to give on accessibility in favor of getting the job done sometimes."

mechanism for those students to get back on track."

In the Sweden of Hasselmo's childhood, there were no such second chances. There existed a kind of educational caste system where decisions about one's future in academia—university-track or trade school—were made as early as age eleven. The Swedish system has since been modified to a much more egalitarian approach, where such channeling decisions are not made until the late teens, and there are provisions for adult "back-to-school" education—concepts Hasselmo heartily favors. "But that doesn't mean you don't still strive for excellence and try to cultivate a certain degree of specialization," he adds, steering the argument full circle.

"I think [President Hasselmo] will communicate the [Commitment to Focus] message somewhat differently than it's been communicated before," explains Gus Donhowe, the University's recently appointed senior vice president of finance and operations. "The message may not change a lot, but the packaging will change. He is

says Representative Lyndon Carlson, a DFLer from Crystal-Robbinsdale who chairs the educational division of House appropriations. "But," Carlson adds optimistically, "I think with a good captain of the ship, so to speak, we're going to make it to the light at the end of the tunnel."

The consensus, at least during this honeymoon period, is that a better captain for the HMS *Minnesota* would be difficult to find. "I think people around the state are ready to be pleased by somebody," says Donhowe. And with Hasselmo, there's much to find pleasing. Consider a few kudos:

On his integrity—from Arne Carlson, the state auditor and a likely IR gubernatorial candidate: "A feeling of comfort and trust develops when a person like Hasselmo comes into office. I can't emphasize the word *trust* enough—if you were to take all the major leaders in the state of Minnesota, be they political or otherwise, I think you would list Dr. Hasselmo very, very high on the trust index."

On his effective salesmanship—from Herb Johnson, past chair of the Minn-



nesota High Technology Council and current president of the Technology Corridor Corporation: "Nils Hasselmo comes across as a very kind and gracious, thoughtful man, which is exactly the kind of personality that would be effective in trying to persuade *me* about something."

On his political skills—from Governor Rudy Perpich: "Selecting Nils Hasselmo to be its president is one of

With fourteen-hour work days, President Hasselmo has little time to spend at home at Eastcliff.

the best decisions the University of Minnesota has made in some time. President Hasselmo knows how and when to be formal and when to be informal with people. This down-to-earth style will make him a more effective spokesman for the University at the

Capitol."

In a way, Hasselmo's repertoire of managerial abilities and personal qualities, which many believe uniquely equip him for his job in Minnesota, have their origins in his native Sweden—the ancestral home for many of the state's second- and third-generation immigrants. It's no secret that much of the most virulent opposition to Commitment to Focus came from rural parts of



“Choices have to be made, and this has been done for many years in a populist setting. You just have to present the concept as being for the benefit of society without socioeconomic or ethnic barriers to access.”

the state—areas on the short end of Minnesota’s dual boom-and-bust economy of the eighties. And it’s also no secret that an administrator who lacks empathy and insight into provincial psychology is almost certainly going to exacerbate underlying country-city animosities. This is emphatically *not* the case with Hasselmo, whose name means “hazel heath” in Swedish, a name which might also be translated, via considerable poetic license, into “sticks.”

“I have a basic sympathy and understanding of this [mentality],” says Has-

selmo, “because I grew up in a setting where we were suspicious of the city slickers. We looked upon them as having more of the opportunities that we should have in the countryside. For example, I did part of my high school work through correspondence because there was not an adequate high school situation where I grew up.”

Eventually, Hasselmo wended his way to the city, where he pursued his higher education in linguistics. “I realized then that it was not society that was discriminating against me—it was

simply that it was geographically impossible for me to have that opportunity right there. I had to go away and get it.”

Hasselmo’s Old World origin, says Arne Carlson, is a definite plus. “I’m delighted, frankly, with Hasselmo’s Scandinavian background,” says Carlson. “He loves Minnesota, and he knows a lot of people like my parents who were born in Sweden and never got past the sixth grade but who have a great love for higher education and are truly honored when an immigrant, if you will, takes over this kind of position. I’m not explaining it very well, but if you go back to Rolvaag’s book, *Giants in the Earth*, you’ll see that we are basically a state of hardworking, prudent immigrants and as such one of the highest priorities was, Can you get your child an education? There was a perception that Commitment to Focus was going to close that door, so a lot of the very traditional support systems that the University had were obviously anxious over that slogan.”

One indication that Hasselmo has already managed to retap traditional support systems came in a recent “resolution of congratulations” to Hasselmo from the city council of Center City, Minnesota. This town is in the heart of a Swedish immigrant region where Hasselmo did linguistic research upon first moving to the United States.

Of course, not everyone sees an “Ole boys’ network” emerging from Hasselmo’s ethnicity. Says Lyndon Carlson, himself the grandson of a Swede, “There’s a lot of kidding about his Swedish background in the media, but I think truly the important thing we in the legislature all look at is the experience factor. He’s very obviously up to speed about the legislative process, he knows the University of Minnesota very well, and when you’re dealing with a legislative committee that is as heavily involved as the appropriations committee is, these are extremely important assets.”

Hasselmo definitely has Minnesota-style political savvy. Take his appointment of Donhowe for the post of financial vice president. This move, generally considered a master stroke by the state’s

business and political cognoscenti, brought immediate credibility to the University's battered fiscal management system. "I've known Gus Donhowe for a long time and have the highest respect for him," says Johnson. "I think Hasselmo did a good job in picking the new treasurer."

Evidently, Governor Perpich agreed—shortly after Donhowe's appointment, the governor managed to shake loose an extra \$17 million for the University after earlier indicating this would be a very tight year for funding. "The appointment of Gus Donhowe

howe: "He said, 'I want you to take this job. I've talked to most of my regents, and they support it, and so I'm offering it.'

"Now, that's kind of flat-footed," says Donhowe, smiling, "but it does tend to get your attention. We got together the next Monday, and I had a number of questions I had to ask him. Like for starters: How in the world can you accept the risk of asking me to take this job when you know as little about me as you do? He countered with, 'I think I know a great deal more about you than you know about me.' Well, I can tell

week later, and specific action was taken to resolve the matter."

Hasselmo's penchant for clear thinking and organization—that is, cutting through the overwhelming muddle of a huge bureaucracy—was also evident in the way his Action Agendas were put together. "He orchestrated these through his cabinet," says Donhowe, "with very clear assignments and very specific deadlines."

The outcome of Hasselmo's leadership, of course, remains to be seen, but preliminary indications for the University's return to health are auspicious. "Dr. Hasselmo is telling us in no uncertain terms that the University desperately needs to have additional funding if it is going to just keep pace," says Arne Carlson. "It's clearly an uphill struggle in 1989, but I think it's a very winnable debate, a very winnable debate. In time, all the bad feelings will subside."

"The appropriations process is evolutionary," adds Lyndon Carlson, "and quite frankly, we are never able to totally respond to everything within a session. But Dr. Hasselmo, Gus Donhowe, and the others are moving on the issues, and the key problem areas are in the process of being resolved. Within a one- or two-year time frame, I think the University will again be a high priority."

If and when the University's resurrection of reputation occurs, it will be likely due in part to Hasselmo's own image rubbing off on the institution he is guiding. Perhaps Donhowe sums up the nature of this image best via a staff meeting vignette:

"The other day we were discussing the newsworthiness of a report that Nils was going to make, and of course he would have liked it to have a lot of pizzazz and be on the front page of the newspapers," Donhowe recalls. "But after a lot of conversation while we were sitting around the table, we concluded that basically what we were—and by 'we' I guess what we really meant was Nils—what Nils was was a Volvo and not a 280ZX. Steady, reliable, durable, and pretty forecastable.

"He liked that a lot, he thought that was all right." ◀

"There's a lot of kidding about his Swedish background in the media, but I think truly the important thing we in the legislature all look at is the experience factor. He's very obviously up to speed about the legislative process."

went over very well," acknowledges Hasselmo, "although I kind of violated basic procedures. I don't think an outsider, in the two weeks that I had at my disposal, would have been able to see the ramifications of that decision quite as quickly as I did. There were very special requirements for the finance vice president here because so many of the problems of the University have focused on financial management and operations. It was especially important that we get somebody with instant credibility in that job, and that's what drove me. I've been delighted with that choice."

For his part, Donhowe says he learned a lot about his new boss's prudent, decisive managerial style from his own appointment. The two men had met on several largely ceremonial occasions since Hasselmo's own election, in the process conversing for a total of only about five minutes. One Friday morning about six weeks after one such occasion, Hasselmo called Donhowe from Arizona. After a minimal exchange of pleasantries, Hasselmo cut to the heart of the matter. Recalls Don-

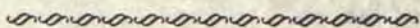
you that he's convincing—I accepted the job shortly after he offered it."

As a manager, says Donhowe, Hasselmo blends an action orientation with a consultative nature, a unique combination of seemingly contradictory qualities rarely found together in a leader. "Often when you get to a very consultative person," explains Donhowe, "you kind of drift off into non-action. And managers who are very action oriented and results oriented, you tend to associate with a somewhat more autocratic style."

So far, at least, Hasselmo has managed to meld the best of both styles into a philosophy that seems to say: Look before you leap, but then, *do* leap.

Johnson recalls seeing this aspect of Hasselmo in action during a recent meeting attended by a number of top University officials. Johnson presented Hasselmo with an issue he felt needed fast resolution and action. "Hasselmo immediately turned to one of his VPs and asked him to prepare a report by such and such a date," says Johnson. "That struck me as being fairly decisive—the report was produced a

Letters TO A NEW President



A welcome home. A wish for a kinder, gentler University. A vote for recruiting top faculty. From all, a wish for success in the future.

Congratulations on being appointed the thirteenth president of the University of Minnesota.

As the new president, you take over the helm of the University at one of the most critical times for Minnesota's most important institution of higher education. It is imperative to our students and to our entire state that this University retain its reputation as one of the great teaching and research institutions in the nation and

world.

The University is truly one of Minnesota's greatest assets, and I am confident that under the guidance of you and your administration, the University will flourish and grow to its full potential.

My best wishes go out to you and your entire administration for every success in the future.

Rudy Perpich
*Governor,
State of Minnesota*

It is an honor for me to join your many friends and colleagues in extending official and personal congratulations upon your recent selection by the Board of Regents to serve as the University of Minnesota's thirteenth president.

Your outstanding experience and skill in the field of educational administration has made you an excellent choice for this position. As you leave behind your previous position as senior vice

president for academic affairs with the University of Arizona, you will be bringing to Minnesota a dedicated commitment to the advancement of higher education.

Please accept my best wishes on this noteworthy occasion. You are to be commended for your belief in excellence and the creative potential of our universities. Good luck and continued success.

James J. Blanchard, '68
Governor, State of Michigan

Congratulations and best wishes to you and to Pat upon your election as the University of Minnesota's thirteenth president. Because of my great admiration for Ken Keller and David Lilly, I am so pleased that you will be continuing the implementation of the Commitment to Focus program.

Your patience, persistence, and good sense of humor will continue to be great assets for you as you lead the University into the 1990s. The University of Minnesota Foundation stands ready to support and assist you in that quest for excellence.

Russell M. Bennett
Chair of the Board, University of Minnesota Foundation

We welcome you with open arms to your new position as president of the University of Minnesota.

You are accepting a challenge filled with exciting opportunities. The hope of

nearly 300,000 dedicated alumni rests with you, your staff, and faculty. Understand that as representatives of these alumni, we support you as you face these challenges and look forward to working with you to return the luster our alma mater so justly deserves. Congratulations and best wishes.

Chip Glaser
National President, Minnesota Alumni Association

The intellectual energy radiating from the Twin Cities campus binds together the two cities of Minneapolis and St. Paul and continuously recharges the dynamo of the Minnesota economy. I am convinced that Nils Hasselmo has the personal energy and intelligence to provide outstanding leadership for our foremost educational resource. On behalf of the City of Minneapolis, I would like to extend a warm welcome to our thirteenth University president, Nils Hasselmo.

Donald M. Fraser
Mayor, City of Minneapolis

My enthusiastic welcome and commendation to you as you begin your presidency of our beloved University of Minnesota.

I have confidence that you will preside over some of the greatest years of the University.

May I add one specific suggestion. Whatever is done on restrictive rules of admission and focus, I hope you will establish a special

"extraordinary admission unit" of a few significant senior faculty leaders, who may admit a few students who do not fit arbitrary rules.

My observations during student days and my years as president of the University of Pennsylvania confirm that some of the most significant men and women had exceptional educational opportunities open to them outside of the standard rules.

Harold E. Stassen, '29

All of us who believe in the University of Minnesota and feel strongly that it is one of the state's most valuable assets are confident that the University's new president, Nils Hasselmo, will be able to restore the credibility of the University, develop a healthy and productive relationship between administration and the Board of Regents, and will move the University into the top ranks of the leading public universities of this country.

At this critical juncture in the University's life, the president and his new administration need the support and loyalty of all friends of the University. I want to assure the president that despite the troublesome incidents that resulted in so much notoriety during the past year, there is a loyal and dedicated constituency of supporters prepared and anxious to help in any way that the president may direct to achieve the goal of a greater and better University.

Marvin Borman
President, University of Minnesota Foundation

My hope and wish for the coming years is that the vision and integrity so very characteristic of President Hasselmo will come to be seen, correctly, by the people of this state as symbolic of the University as a whole. We have at our helm a person whose character, scholarship, humanism, and good humor characterize a whole institution, an institution whose importance to our state is really beyond expression, and whose best hope of serving the state with full effectiveness is through recognition that the qualities I have described are not merely personal, but institutional as well. My prayer and expectation is that because of who he is, Dr. Hasselmo will help Minnesotans to understand what the University is.

David M. Lebedoff
Chair, Board of Regents, University of Minnesota

The state of Minnesota has a short list of assets that have been key in our past economic and emotional health. Clearly, the University of Minnesota is on that list.

Most of us have a selfish wish for President Hasselmo's success in rebuilding the University of Minnesota. We are very impressed with the impression he has made at this point in time and wish him success and personal

enjoyment in carrying out his responsibilities.

I hope President Hasselmo will have a strategic partnership with the regents, the legislature, the employees of the University of Minnesota, and the people of Minnesota in achieving greatness.

I further hope that President Hasselmo, his staff and advisers find innovative ways of continuing to provide the flow of talented, motivated young men and women from the University that will help our state remain competitive in the world and provide a healthy, enjoyable life for our people. Status quo will be failure. We need innovation and creativity in building a great university as much as we do in developing a new technology product.

I further wish for President Hasselmo that the media instant-replay society that we live in will give him the benefit of recognizing that he is human. Even as we expect great things, he, like all of us, will occasionally show "human warts." When it comes to confidence of the people, respect and trusted leadership is becoming an endangered species.

Vernon H. Heath

Chair and Chief Executive Officer, Rosemount, Inc.

Soon after he was named president of the University of Minnesota, I wrote to Nils Hasselmo to congratulate him on his great honor and to wish him well in the coming years. Among other things, I told him that hav-

ing worked for and with him in the late seventies and early eighties, I found him to possess not only great administrative skills but wonderful people skills. Both qualities are vitally important to any president if he is going to be successful, but never have both qualities been so important as they are now in the history of the University of Minnesota. Nils Hasselmo is truly a gentleman and a scholar, and I am personally extremely pleased he is back home.

Paul Giel, '53

As a firm believer in goal-setting, I am delighted that Nils has decided to continue the commitment to excellence initiative that was taken to bring the University through the 1990s and into the 21st century. With some modifying, it probably will be seen as one of the best programs of its kind in the country, both for its vision and substance. It has given the University a clearly defined goal and enabled us to chart our course in order to reach that goal.

I am also pleased to note that Nils is keenly aware of the fact that the University will never be able to live up to its full potential without a first-rate faculty, and that the only way to fill the vacancies of top faculty members is to actively recruit them.

I have known Nils for a number of years, and he was my top choice for the presidency of the University. He is a clear thinker and a consensus builder and has

already demonstrated considerable poise and strength of character in assuming his new role. He will have to draw upon all of these qualities to successfully manage the University, to make it one of the truly great institutions of higher learning in the United States, and I, for one, am confident that Nils will prove to be a match for the immense challenges that lie before him.

Curtis L. Carlson

Chair and Chief Executive Officer, Carlson Companies

Best wishes for President Hasselmo.

My chief wish for him is that, amid all the public duties and burdens of his office, he may have time for reflection and enjoyment of the real world of the University. The life of the mind is private and it would be impertinent to intrude, even with good wishes, but it will give character to his utterances. So, may his speech never lack the good-humored forthrightness of Hjalti, the psychological penetration of Strindberg, or the sharp imagery of Osterling.

Rutherford Aris

Regents' Professor, Department of Chemical Engineering and Materials Science, and Classical Studies

Welcome and congratulations! You have a great opportunity and a great responsibility—an opportunity to take our wonderful University into the nineties

and the years beyond and to maintain and improve the worldwide standing and reputation of the University as a leader in education and research. You also have an obligation to maintain the high standards that have been established by more than a century of tradition at the University.

We are fortunate to have you, and we know that you are more than equal to the task. Best wishes for success.

Stanley S. Hubbard

President and Chief Executive Officer, Hubbard Broadcasting

Times change, and this great University and each of us, individually, must adapt to changing circumstances. A good education gives us the intellectual and personal courage and stamina to adapt to change constructively. As a farm girl from southwestern Minnesota, attending this University opened doors I never knew were there, to say nothing about how one would open such doors. My hope for you and your administration is that this great land-grant institution can both adapt to the changing times and continue its fine tradition of providing educational opportunity for the young—and older—people of this state. One aspect of the changing times is that education is no longer limited to the young.

I know you are the kind of man who enjoys challenges and appreciates the importance of education. Good luck. We're glad you are

back. Tell us all how we can help.

Arvonne S. Fraser

Senior Fellow and Project

Director, Hubert H.

Humphrey Institute of Public

Affairs

Welcome Back! You return to the University enriched by the valuable experience you have enjoyed. We are fortunate to have you at the helm, as our great university and the state of Minnesota focus on major challenges and great opportunities.

The years I was privileged to serve as governor of Minnesota, responsible for the special relationship with the University, gave me some insight into the magnitude and importance of the challenge you face. The Freemans, although not living in the state currently, return often. Minnesota will always be home. We are eager to be of assistance any time, any way we can help you lead the University to new heights.

Permit me to ask your special attention to a drive under way, in which the Hubert H. Humphrey Institute of Public Affairs is playing an important role. That drive seeks to build the University's research, teaching, and public leadership on the international front.

As you are well aware, Minnesota, under the leadership of two great Americans, Harold Stassen and Hubert Humphrey, led the Midwest out of the pitfall of isolationism that was dominant in the period 1925-55

to an awareness of an increasingly integrated world and its potential for building a brighter, better international community.

Today, the challenge is to create global institutions consistent with the reality of what can increasingly be called "One World." Such institutions are necessary if the One World of today is to make a more rational use of its resources, thereby improving economic growth worldwide so that the distribution of resources can be improved and international tensions moderated.

Under your leadership, I am confident the University will accelerate its international leadership. As founding chairman of the Hubert H. Humphrey Institute of Public Affairs Advisory Committee, I can assure you that the Humphrey Institute, under the leadership of dean Ed Shuh, an internationally respected economist and administrator, is eager to continue to accelerate its international activities.

Orville L. Freeman, '40, '46

Congratulations on your selection as the thirteenth president of the University of Minnesota. Your arrival inspires optimism and renewed confidence in one of the nation's leading educational institutions.

You have already demonstrated your ability to form a strong administrative team with your appointment of Gus Donhowe as vice president of finance and administration.

I am confident that your action plan will build on the University's strengths, continuing Minnesota's tradition of quality teaching, research, and service. Minnesotans need excellence in education if we are to maintain leadership positions in a highly competitive world.

As you go forward, I hope you will forge more partnerships with leaders in the state's private sector. To help ensure the vitality of Minnesota's economy, the public and private sectors need to work together to bring about the rapid introduction of innovative products and services.

You are faced with opportunities beyond compare, and I wish you and your team every success.

Harvey B. Mackay

President and Chief Executive Officer, Mackay Envelope Corp.

The department of women's intercollegiate athletics, comprising nine sport teams, offers you some special wishes.

On behalf of track and field, we wish you a great start out of the blocks.

From swimming, an immediate splash, combined with cross-country's wish for endurance for the long race.

On behalf of basketball, we wish you the best in putting your team together and developing a great game plan.

From volleyball, success in serving your constituencies.

And from softball, the

agility to cover all the bases.

From gymnastics, the power to vault over obstacles.

And from golf, the ability to handle conflicts in a "fairway."

And finally, from tennis, we wish you simply a smashing success.

From all of us, we wish you well!

Chris Yoelz

Athletic Director, Women's Intercollegiate Athletics

Congratulations on your selection as president of the University of Minnesota. It is an honor and a privilege that only twelve others have enjoyed.

You come to the presidency at a time of crisis. I'm reminded of an ancient Chinese curse: "May you live in interesting times." You certainly will. But that could be a blessing in disguise. A crisis can be an opportunity for institutional change and renewal, for rededication to the traditions of teaching, research, and service to the state and its people that have been a hallmark of the University throughout its history.

I believe you are the right person at the right time for what is one of the most difficult and important leadership positions in our state. I'm sure all Minnesotans join with me in wishing you success in restoring the luster of Minnesota's crown jewel—the University of Minnesota.

Roger D. Moe

Majority Leader, Minnesota Senate

IN LATE NOVEMBER, at a hastily arranged hotel reception, exhilaration met the man chosen to be president of the University of Minnesota.

"I have never been part of such an emotional gathering in my life," said Victor Bloomfield, head of the advisory committee that sifted through hundreds of nominees at the University of Minnesota.

Three months later, at a press conference for the new president of the University of Maryland at College Park, a somewhat tearful crowd breathed a sigh of relief.

"You know, it's like an Irish wedding," said Peter O'Malley, chair of the Maryland board of regents. "If you don't see a tear in the audience, you know it's not real, genuine happiness."

Minnesota had its mansion scandal, and Maryland, an athletic scandal (basketball player Len Bias died from complications caused by cocaine). Minnesota was at the end of a successful fund-raising campaign, and Maryland's was just beginning. Both are reducing enrollments, worried about raids on their star faculty, and determined to be one of the top five (Minnesota) or ten (Maryland) universities in the country by the end of the century.

The new leaders of the two schools fit neatly into the American university president profile: white, male, middle 50s, previously in the chief academic post at the university that had hired them or one of roughly the same complexity. Both the Minnesota and Maryland presidents are scholars, and some people have trouble pronouncing their names. Nils Hasselmo has a dry sense of humor, William E. Kirwan wears a seemingly permanent smile, and it is expected that both will become household names in their states.

The search for presidents of these two giant land-grant universities was markedly different, Minnesota's relatively open and Maryland's conducted behind closed doors. The candidates' paths crossed. Kirwan, who was a candidate for the Maryland position, was also a finalist at Minnesota, and when newspaper reporters exchanged notes, Maryland speeded up its search process.

What exactly happens during a search for a university president? How do you

IN SEARCH OF SUPER PRESIDENT

**Getting to the top
in higher education
is an exercise in serendipity**



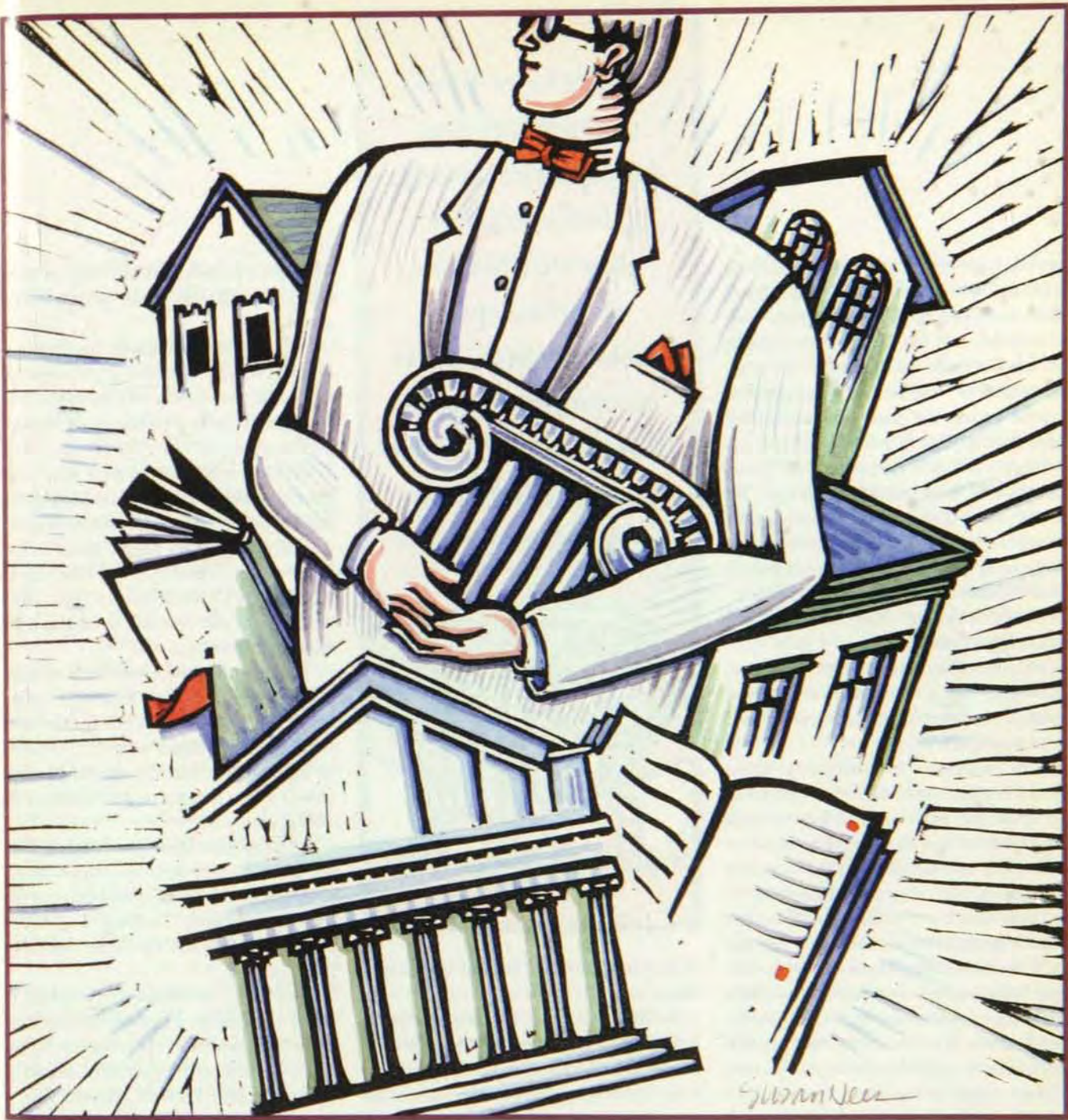
BY PAT MEISOL

know when you have the right person? And how long will he or she last?

Half of all presidents today have been in office less than five years, and their average tenure, now about seven years, is falling steadily. It used to be a decade. "The speculation is that [the term of office] is declining in the public sector," says Madeleine F. Green, director of the American Council on Education's Center for Leadership Development. "There's a lot of anecdotal evidence. The job is more difficult,

more susceptible to political winds."

Some, like Green, blame the nature of the job, which has become more difficult as universities are being asked to change rapidly, raise more money, and provide more technical expertise for economic development. Others blame the search process. "It is exceedingly difficult to get good people to take top college presidencies," says Katharine C. Lyall, vice chancellor of the University of Wisconsin system and a candidate in the Maryland search. "Part of that is



attributable, in my opinion, to the open process, which penalizes sitting presidents.

"Increasingly, universities are... hiring headhunters who can make all the arrangements out of the public eye. That's too bad, because it subverts what should be a board process."

As late as the 1970s, some university presidents were given the nod by a select group who made their decisions around the luncheon table at New York's Harvard Club. Nowadays, consultants are

taking over. One reason is that a search for a president is something most administrators do but once in their careers. They lack time and expertise. Besides bringing in names from around the country, a search firm can cut through paperwork, help an institution ask the right questions, and allow its representatives to visit campuses without the candidates' colleagues knowing exactly what job the candidates are being considered for.

"Trustees in Vermont know Ver-

monsters," explains Elizabeth Blackwell, senior associate at Korn, Ferry, an executive recruiting firm in Washington, D.C. "They might not know someone in South Carolina."

Last spring, in the first national study of college presidents, the American Council on Education found that 31 percent of the presidents of major research universities were presidents before their current jobs, compared to 17 percent for all types of colleges. Nearly one-third of the presidents sur-

“We know from the research that people move through the ranks; that they tend to have several stops in administrative posts before achieving the presidency. Most have been vice presidents just prior.”



veyed had held other posts at their schools; nearly two-thirds had been recruited from similar universities. The remainder had been sitting presidents at smaller schools. Despite the phenomenon of “big name” candidates in recent years, the study shows college presidencies firmly in the hands of academics: only 6.5 percent of all presidents came from outside academe. “We know from the research that people move through the ranks; that they tend to have several stops in administrative posts before achieving the presidency,” says ACE’s Green. “Most have been vice presidents just prior.”

Minnesota, Maryland, Tulane, Georgia, Iowa, and Brown all have named presidents who have never held that post before.

The selection of university presidents is often compared to a courtship or arranged marriage. It begins with hundreds of names, some people nominated by colleagues, others by faculty members, trustees, and, increasingly, by consultants. The initial talk by the search committee and even the regents or trustees is of big names—people who can bring money and prestige to their institution. According to ACE’s Green, big names are “fantasies that search committees quickly abandon. Jimmy Carter might bring a lot of prestige to Maryland, but there’s nothing to say he would do what the university needed,” she says.

When fantasies do come true, it tends to be at private schools, where searches are conducted behind closed doors.

At Drew University, a small Methodist liberal arts college in Madison, New Jersey, faculty first suggested Thomas H. Kean, the governor of New Jersey—a “wouldn’t-it-be-nice-but-highly-unlikely” candidate, according to Nancy S. Shaenen, chair of Drew’s trustees. In February, Kean appeared on the front page of the *New York Times*

taking off his state tie and donning a Drew one.

In this case, the big name was an academic and, according to Drew, a perfect match. Kean is a former teacher who knew Drew from the education programs he set up as governor. Drew, already well endowed and looking toward building a national reputation, could afford to wait the eleven months remaining in the governor’s term.

The governor was wooed secretly and steadily.

“The search process goes to the heart of what universities are and what they want to become,” says Wisconsin’s Lyall. “If the idea of college president is someone responsible to all constituencies—not only the university and its board, but the local community, the governor, the lawmakers—then a pub-

lic search process should sure as heck tell you what all those people think about it.

“If, on the other hand, the concept of a university is that the president is supposed to be responsible to the faculty and board, a public search muddies the waters.”

In Maryland, the search was conducted behind closed doors, leaving the public with very little information about the university or its needs. (Kirwan has been at the University of Maryland, College Park, for 25 years, but radio announcers still couldn’t pronounce his name correctly.)

The search at the University of Minnesota was considered more open than most. An advisory committee met publicly to talk about what they wanted in a president, but the meetings were closed when it came to discussing individual candidates.

The process “does not tell you how we got him and who we overlooked,” says Susan Sevareid, a reporter for the *Minnesota Daily*, which waged an unsuccessful court battle to open the process.

University of Minnesota candidates faced the public 24 hours before they were interviewed in open session by the regents, an event University Board of Regents Chair David Lebedoff says is more useful to the public than to the regents. “Common decency and common sense prevent a discussion of the relative faults and virtues of the candidates,” Lebedoff says. “You can’t say X is smarter than Y”

In this search, as in many courtships, the selection was accompanied by uncertainty. “We didn’t realize it until it happened . . . the thing that set Hasselmo apart from other people is that his personality is a very healing one,” says Bloomfield, who is head of the University’s department of biochemistry. “He is sympathetic and

**“It is exceedingly
difficult to get
good people to take
top college
presidencies.
Part of that
is attributable,
in my opinion,
to the open process,
which penalizes
sitting presidencies.”**



warm. We realized it after we had done it. Of all the candidates, this guy really had it.”

In the presidential market, the key to success is getting a perfect match. But some candidates say they are reluctant to explore all the available options. Robert Stein, dean of the University of Minnesota Law School, has been called by headhunters and search committees for large research universities ten or twelve times, although he participated in the search only twice. During the search at the University of Minnesota, Stein got so tired of reporters' phone calls that he finally told them he was a candidate. The risks were not as great, he says, since he was already employed at the University. “But I do think the openness of the process is an inhibiting factor,” he adds.

Presidential candidates say they don't worry about not getting the job. But being identified as a candidate carries other problems: the prospect of losing control at home, of being weakened in negotiations or policy making.

In Florida, open searches have not hurt recent candidates. All but one of seven finalists for president of Florida International University in Miami, a post filled by a Harvard-trained Cuban-American, are today sitting presidents at universities in other states.

Public frankness is par for Florida, where television cameras follow candidates to intimate dinners at the homes of alumni. There, the search committee usually consists of 32 people, compared with 19 in Minnesota and 12 in Maryland. It is likely to include the head of the local hospital, a few bankers, and a managing partner of a law firm. Anyone who meets the candidates can offer his or her thoughts in questionnaires left around the university.

For candidates, it can be a grueling process. But Floridians claim two side

effects of the open selection process: A greater interest and support of the hometown university by the public and a better match between candidate and job. “These are the peoples' universities,” says Charles Reed, chancellor of Florida's public university system.

Adam W. Herbert this winter became the first black to head a predominately white university in the Southeast when he was named president of the 7,300-student University of North Florida. He says he used the search process to let people know what he stood for. “I believe in truth in advertising,” he says. “The search process gave me a clear sense of the university community, the kinds of issues that were of concern to the faculty, students, and staff.”

Although Florida education officials deny that open searches have an impact

on the quality of the candidates or their length of tenure, others are not so sure. “It will be an interesting test,” says Allan Ostar, president of the American Association of State Colleges and Universities. “We'll see how long the new batch lasts.”

Ostar's association is using its annual conference this year to examine what he says is an increasing instability in the presidency of public universities.

No one doubts that the job is harder than ever before.

“I think the skills are comparable to those required to be the mayor of a city,” says Stephen J. Trachenberg, who served eleven years as president of the University of Hartford before taking the helm at George Washington University, a private school in the nation's capital, in 1987.

He says that presidents, whether at public or private universities, need courage. This, he says, is an acquired skill. “You have to do small, unpopular things and work your way up.”

In Maryland, Kirwan spent his first week on the job answering questions about sports after making an off-the-cuff comment about changing the way intercollegiate athletics are financed. (His predecessor, John B. Slaughter, now the president of Occidental College in Los Angeles, spent the end of his tenure dealing with the athletics scandal that followed the death of Bias.)

In Minnesota, University President Hasselmo moved into the mansion restored by his ill-fated predecessor, Kenneth H. Keller, but he spends little time sleeping there. “Don't ask any tough questions,” he requested from his car phone one wintry day as he headed to a meeting with the speaker of the Minnesota House of Representatives—just one more important event in a fourteen-hour-a-day effort to gain the confidence of the legislature.

So far, so good. ◀

IN THE OFFICE OF James. H. Zum-
berge, president of the University of
Southern California (USC), there is a
small but eye-catching photograph of
an ice crevice. There, between its ver-
tiginous frozen walls, a man climbs
with the aid of a rope. It is Zumberge,
a geologist and explorer, on one of his
many expeditions to Antarctica.

Another object in Zumberge's office
offers a clue to the character of the
white-haired University of Minnesota
graduate. It is a replica of the torch car-
ried to light the flame that burned dur-
ing the 1984 Summer Olympics, which
were held in Los Angeles. USC hosted
some events and was the site of the main
Olympic Village housing the athletes.

Both the Olympics and Antarctica
challenges contributed key lessons to
Zumberge's education as a university
president.

Visiting the bottom of the Earth,
Zumberge learned the necessity of
careful planning and energetic person-
nel. "When you go to Antarctica for six
months, you want to make sure you
have people you can count on," he says.

As for the Olympics, they remind
Zumberge of the hard-nosed, bottom-
line approach he says is needed by uni-
versity leaders during a time of rising
costs, declining numbers of students
and professors, dwindling federal funds,
and decaying campus facilities.

Zumberge recalls USC's encounter
with the Olympic Committee this way:

Olympic Committee: "We'd like USC
to house most of the athletes and host
some of the events."

USC: "Fine. We'll charge you for it."

Olympic Committee: "We're willing
to pay."

USC: "Let's make a deal."

In the process, USC landed a new
Olympic-sized pool and \$2 million in
campus landscaping.

This was not the only time USC has
taken a savvy, businesslike approach.
Construction has begun on a campus
teaching hospital financed entirely by
private companies. And the university
has set up its own real estate firm to
develop land it owns.

Shrewd moves like these come as no
surprise to admirers of Zumberge and
his leadership style, which has been
compared to that of many top corpo-
rate leaders. Says Zumberge: "Both

BREAKING THE ICE

The University of Southern California's
president is a pathfinder for the 1990s

BY DAVID S. WILSON

public and private universities have to
take a hard look at themselves and see
what they do best and what they can
afford to do reasonably well and then
forget the rest."

To the 66-year-old university presi-
dent, comparisons to the corporate
world aren't inappropriate. In 1986, *The
Executive* magazine named Zumberge
one of the 100 outstanding leaders in
California, noting that if USC were a
private company, it would rank 461st
among Fortune 500 firms.

Next to Brigham Young, USC is the
largest private university west of the
Mississippi River, with 30,000 stu-
dents, 5,000 instructors, courses in 130
fields, and an annual budget of more
than \$624 million. (The University of
Minnesota has 54,000 students, 3,000
faculty, courses in more than 250 fields,
and an annual budget of \$1.2 billion.)

Because of its size and complexity,
Zumberge says, USC has more in
common with large public universi-
ties. But private universities, no mat-
ter the size, are easier to run, he says,
noting that state-run schools could learn
much from private institutions' flexi-
bility and freedom from government
bureaucracy.

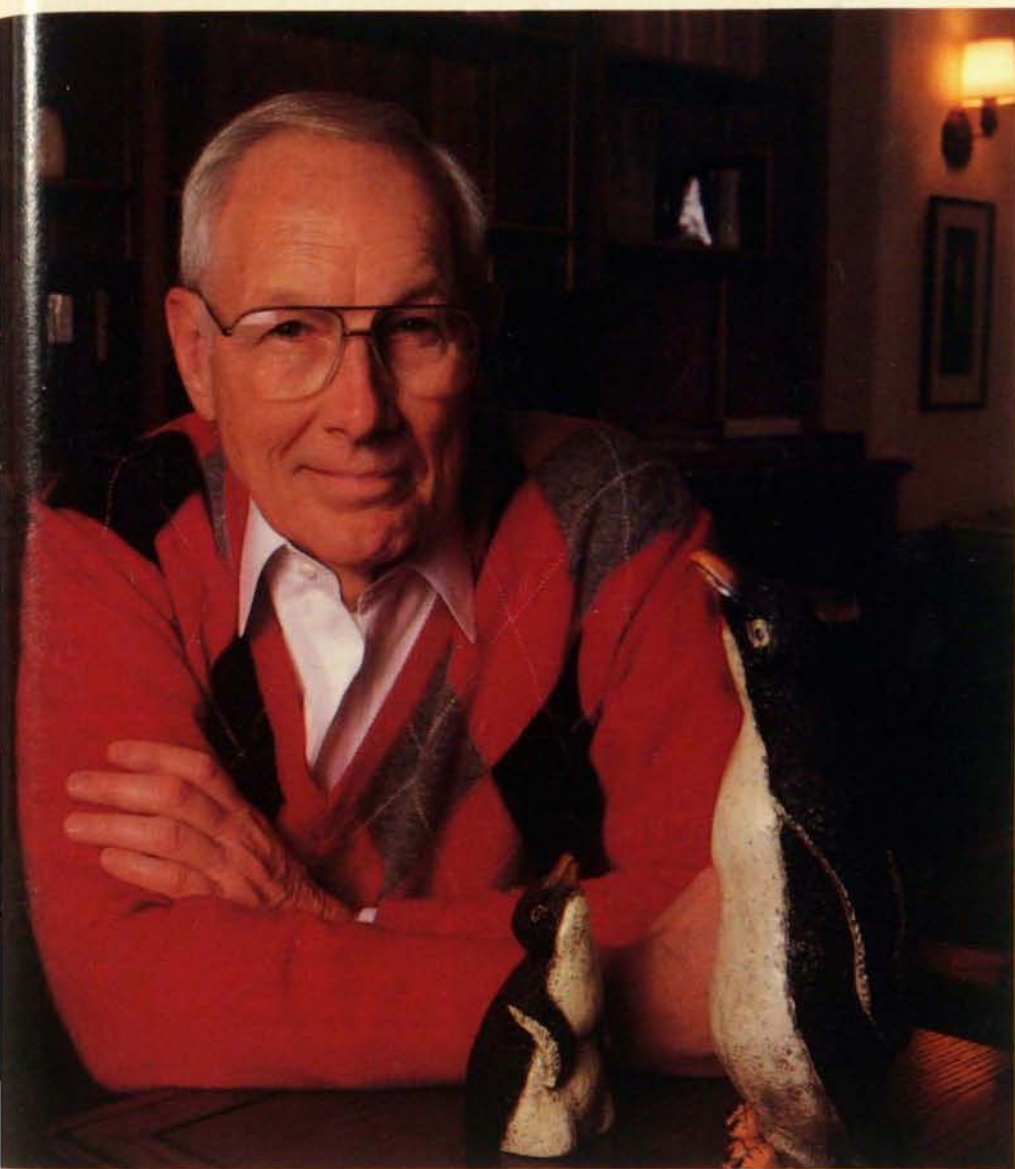
After taking office at USC in 1981,
Zumberge immediately reorganized the

top tier of the administration, appoint-
ing three senior vice presidents to help
oversee the university and its vice
presidents.

"The trustees don't pay me to adju-
dicate disputes between VPs," says
Zumberge, who used a similar system
at his previous post as president of
Southern Methodist University. "The
senior vice presidents have the staffs,
they bring me the answers. I rarely give
a directive."

Nonetheless, Zumberge moved
quickly to streamline USC, killing the
schools of continuing education and
library science and scaling back other
programs. In the process, certain
departments, including communica-
tions and public administration, were
deemed to be already first-rate. Then,
five schools were picked for "most-
favored-nation treatment"—arts and
sciences, law, medicine, engineering,
and business.

Although he scoffs at academics who
yearn for a return to classic curricu-
lums, to "a world that used to be,"
Zumberge maintains that "we're all
offering too many courses. Rather than
meeting the needs of students, we're
filling the needs of faculty members
who would rather teach their special-
ties than courses in general education."



“Both public and private universities have to take a hard look at themselves and see what they do best and what they can afford to do reasonably well and then forget the rest.”

President James H. Zumberge, '46, '50, a geologist and explorer, led the move to streamline USC.

USC has not only been a forerunner in streamlining university offerings, but also in decentralized budgeting, Zumberge says. If a department doesn't spend its allotted funds in a year, it can save the remainder in a special account. If a department overspends, it must take a loan from a similar account for later repayment.

As to the coming quandary of student and professor shortages, Zumberge has a ready answer: "You have to buy them." At USC, average teaching salaries are \$50,000, with full professors at the medical, business, and law schools often commanding more than \$100,000. Meanwhile, student scholarships since 1984 have risen 77 percent, to \$59 million, while tuition revenue has jumped only 42 percent.

Difficult as it will be, Zumberge hopes to increase the number of schol-

arships for graduate students to help fill the teaching void left by retiring professors who, like himself, were trained after World War II. USC may be hurt less, he says, because instructors and students from abroad are drawn by the Pacific Rim vibrancy of Southern California.

Increasingly, USC will seek private donations, Zumberge says. Already the university's annual collection of \$80 million to \$90 million ranks second nationally only to the University of Minnesota.

Zumberge's memories of campus life in Minneapolis are "mainly ones of poverty, like all students then and now." Even before he was a student at Central High School in Minneapolis, he had dreamed of attending the University, and finally did so with earnings from odd jobs. He received a B.A. in 1946

and a Ph.D. in 1950, both in geology.

In the late 1950s, Zumberge was chief glaciologist for the U.S. Ross Ice Shelf Project in Antarctica. He organized three subsequent expeditions there. He has also served as president of Grand Valley State College in Michigan (1962-68), dean of the College of Earth Sciences at the University of Arizona (1968-72), and chancellor of the University of Nebraska-Lincoln (1972-75).

The author of ten books, including *The Elements of Geology*, Zumberge received the University of Minnesota Outstanding Achievement Award in 1972.

One of Zumberge's most impressive distinctions, however, is that two areas in Antarctica—the Zumberge Coast and Cape Zumberge—are named in his honor. But, he notes with a laugh, "I've never been to either one." ◀

LIMBO

COME WITH US TO ACADEMIA'S OTHERWORLD INSIDE THE AGING GATES OF MEMORIAL STADIUM

BY
KAREN
A.
REID

"THIS IS COOL." Jean Heberle has heard that kind of response countless times, as children enter Memorial Stadium through Gate 27. Heberle, program coordinator for the Prevention of High Blood Pressure in Children (PHBPC) study, has ushered 1,200 participating schoolchildren to a laboratory past Gate 27 on the south side of Memorial Stadium. The lab, part of the department of epidemiology in the School of Public Health, has a rabbit-warren layout that contributes to an air of comfortable, unclinical shabbiness.

But don't let sloping ceilings, uneven floors, and meandering hallways fool you. For more than 45 years, while Gopher fans were cheering gridiron heroes above, doctors and students were busy conducting exacting studies on cholesterol, hypertension, starvation, and other concerns. While Gophers Carl Eller and Bobby Bell were putting Minnesota on the Big Ten map, doctors Ancel Keys (head of the Minnesota Starvation Study) and Henry Blackburn (developer of the Minnesota Code to standardize electrocardiogram readings) were putting Gate 27 on the

public health map.

When the Gophers left Memorial Stadium for the slick comforts of the Hubert H. Humphrey Metrodome in 1982, their space behind Gate 20 was redesigned to house the rest of the ever-expanding department of epidemiology.

Now, with 18 faculty members, 110 employees, and 100 students in 25,000 square feet of office and clinic space, the department is almost too big to move. According to Blackburn, head of epidemiology, the University has yet to come up with a suitable alternative location for the department. But since the whole of Memorial Stadium won't be demolished anytime soon, the pressure to decide the fate of the epidemiology department remains slight. There appears to be no plan to follow the Gophers to the Metrodome.

Epidemiology isn't the only department sitting in limbo. Fifteen feet above epidemiology's street-level laboratories and offices are the departments of physical education and recreational sports, also waiting for a new home.

Built in 1924, Memorial Stadium was designed as a multipurpose facility. Contributors to the 1923 Stadium-Auditorium Campaign (Northrop

Auditorium was built at the same time) were reminded that "the stadium will not be an amphitheater for intercollegiate games alone. It is proposed to make provisions in it for a great variety of athletics, which will be available for the entire student body."

This promise was met on the stadium's upper levels. There, squash and handball courts, rooms for weight lifting and boxing, and an orthopedic gym were built. Today these facilities remain largely unchanged.

Students, staff, and faculty can reach the courts and gyms through a tunnel from Cooke Hall or via doors in the stadium's north or south towers (though the south tower is usually locked). Those who enter from the north tower must climb the stairs that lead to the level under the uppermost stands. If you travel east along the hallway, to the left are the weight rooms, squash and handball courts, and other recreational facilities that run throughout the whole U-shaped structure. (The U shape allowed for straightaways needed in track events.) When navigating the hallways, it's advisable to hug the wall, as runners avoiding the cold go thundering up and down the wide stretch.

While the squash and handball facilities were probably state of the art when built, the crumbling, ceilingless courts are no longer regulation size. This discourages serious use, according to Bruce Anderson, assistant director of recreational sports. Those who can afford it often seek facilities off campus. The weight room is simply too small to keep up with the University community's demands, and along with the other rooms, it suffers crumbling, water-damaged interior walls. All the sports facilities exude an abandoned air that no number of students can dissipate.

For both the sport facilities and the epidemiology department, the concrete undersides of the stadium's stands serve as ceilings. But when the football team left after the 1981 season, stadium upkeep declined: cracks formed and water began to seep through the cement. What looks simply shabby in the laboratory behind Gate 27 looks dilapidated and positively unsafe from

fifteen feet above. The University has been unwilling to fund significant improvements in the deteriorating building.

Tenants underneath the north tower, however, did manage to refurbish their facilities. When the University hockey team took over the old football locker rooms four years ago, it rebuilt the area with sweat equity and \$2,000 provided by the Blue Line Club. Under the guidance and vision of assistant coach



Jack Blatherwick, the hockey team has built itself a weight room (equipment furnished with the help of Blatherwick's own largesse), a lounge, and a study area, with Apple computers contributed by the Blue Line Club.

With paint and drywall, the team managed to hide myriad faults. The flooding, which had abruptly ended the baseball team's initial occupancy, was apparently solved when the team "knocked holes in the floor," says Blatherwick. Still, the old yellow paint hangs off the weight-room walls in large strips, its lead content making it too dangerous for the hockey team to safely remove. In response to the weight room's decaying atmosphere, the team dubbed it, the "Dungeon."

Whatever problems the stadium creates for its tenants, it fascinates historians and University trivia buffs. When the hockey players built the study area two years ago, Blatherwick says, they

Built
in 1924, Memorial
Stadium includes
recreational
facilities located
under the stadium
and above the
street level
concourse.
Carpenters,
pictured above, are
at work building a
model of the
proposed stadium.



found old football equipment and basketballs marked with the names of 1920s teams.

Reminders of World War II are still evident in the stadium's south tower. From 1942 to 1945 the U.S. Army occupied the recreational sports area of the stadium, making a few modifications that are still evident. If you explore the restroom off the indoor golf clinic (built right after World War II), you'll find two rows of toilets standing in lonely isolation. Golfers hone their putting skills in a second old restroom, where just a few sinks and covered pipes remain. They practice their drives where the GIs slept.

Like the army's occupation, the epidemiology lab's location behind Gate 27 was also termed "temporary." Originally located in Millard Hall, the lab outgrew its space in 1942. The stadium location was logical because Ancel Keys, head of the laboratory, was a professor in both physiology and men's physical education, and the lab's first research centered on physiological differences between athletes and nonathletes. With the advent of World War II, the Army Quartermaster Corps asked Keys to develop a diet for combat troops; the result of his efforts was the infamous K-ration.

Unlike the army's quarters there, the lab in Memorial Stadium continued to expand. In a 1972 interview published in *Update*, Keys recalls that "we borrowed and stole and cheated to fix it up a bit." Because the initial renovation occurred during wartime, some unusual construction materials were used. In the oldest and deepest part of the laboratory, the examination rooms

are paneled in what the staff calls "swamp grass." According to architect and assistant professor Foster Dunwiddie, the panels are probably a wood-fiber product called Tectum, used for its insulating and acoustical properties.

The history of the lab has numerous fascinating chapters, such as the 1943 Minnesota Starvation Study, prompted by the food-shortage crises in war-ravaged Europe. Keys and his colleagues studied starvation's effects on body and mind, with the volunteer help of 36 conscientious objectors, who ingested half the normal daily calories and exercised on a treadmill.

When the war ended, the lab did an about-face, studying what people *did* eat. As with its starvation study, the lab attracted national attention with its research of the relationship of diet, fat, and heart disease. "How Fat Is a Fat Man?"—a photo essay in a 1947 issue of *Life*—glimpsed into an exam room in which subjects were weighed on dry land and then in a water tank to determine their body composition. The experiment has long since ended, but the tank remains, drained of water and topped by a wooden cover, protruding from an office floor.

Today much of epidemiology's lab work takes place in Moos Tower in the Health Sciences complex across from the stadium. But in addition to monitoring the blood pressure of youngsters, Memorial Stadium is still the site of another project, the Minnesota Code. The code was developed in the late 1950s to standardize electrocardiogram (ECG) readings. In 1962, while in the process of classifying 6,000 individual's readings for a national survey,

Blackburn realized that most anyone could learn the task. He had hired his own children, aged eight and nine, to unroll ECG tapes for a penny a roll. Soon they were pointing out P-waves, T-waves, and "big and fat" Q-waves. If they could do it, Blackburn thought, why not University students? So since then, University students have worked their way through college by coding ECGs in Gate 27.

Because of its varied studies over the years, epidemiology has acquired some special amenities, including a full working kitchen and a spacious library. Gone, however, is the pool table at which volunteer subjects used to wile away the hours. And recently, says Blackburn, the pool scoring bar that hung from the ceiling was removed. An old X-ray machine is in a storeroom surrounded by boxes. The treadmill used by conscientious objectors and other volunteers is now under the floor where the schoolchildren undergo their exams.

Kids may appreciate the dilapidated charms of the old football stadium, but few others do. Bruce Anderson and his associates in the recreation department despair over the substandard facilities. And although the hockey team and epidemiology departments have made the best of a bad situation, Blackburn admits, "it's a pretty ratty place. But it's not a hindrance to epidemiology's work."

Today the frame of the new swim center going up in the middle of Memorial Stadium is a constant reminder that in 1942, when Keys and his first colleagues moved in, it was only a temporary proposition.

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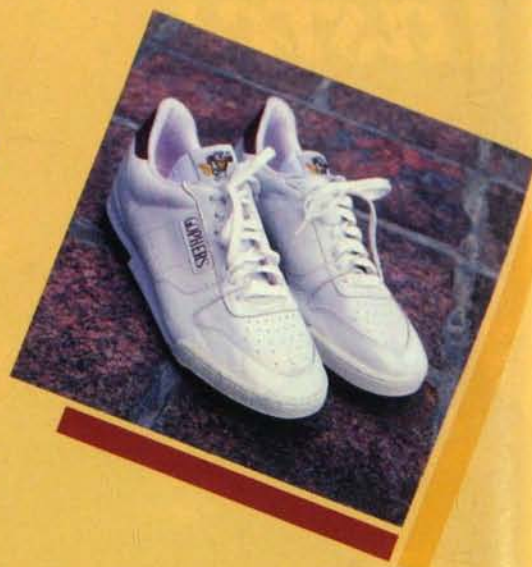


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Pitching for Another Championship

The women's softball team is hoping for a repeat

BY BRIAN OSBERG

THE WOMEN'S SOFTBALL team, ranked number eleven by the National Collegiate Athletic Association (NCAA) Division I preseason poll, will be vying to hold onto the Big Ten championship title. This year, the Gophers expect to have an even stronger pitching staff, led by sophomore Brenda Bixby, who was named Big Ten Freshman of the Year in 1988. Bixby, an Iowa native who came to Minnesota "because of the good coaches and facilities," posted a 11-3 record last year while hitting .389. "This year's team is even better than last year's," she says.

Bixby, the 1988 Gophers' most valuable player as well as a first-team all-Big Ten selection, will take over at first base for all-Big Ten performer Trish Johnson, who graduated last year. Backing up Bixby will be junior Jenny Lindstrom, who started in 22 games last season, as well as freshmen Robin Bumpus and Kathy Kuntsman.

Anchoring the Gopher defense will be senior Kathy Casull at third base. Casull, another all-Big Ten player in 1988, was the top Gopher hitter last season with a .310 average. At short-stop is yet another all-Big Ten performer, senior Deb Lange. Lange can play a number of positions, including the outfield.

The Gophers finish conference play with a home stand against Michigan on May 12 and 13 at the softball complex near Siebert Field on the Minneapolis campus.

PRIORITY SEATING

Offering priority seating for football games may be the answer to the funding deficit in men's intercollegiate athletics, says men's athletic director Rick Bay. He received approval from Uni-



Leading the Gophers' veteran team is Brenda Bixby, sophomore pitcher. Coach Linda Wells was named Big Ten Coach of the Year in 1988.

versity President Nils Hasselmo for a plan that awards preferential seats to ticketholders who contribute to the Williams Fund.

"A preferred-seating policy is necessary to ensure the financial viability of the men's athletic program," says Bay. "It is an issue that no one is thrilled about. It is obvious that there will be some backlash. I'm the first one to admit this is a last resort and a fund-raising effort that we least like to use."

Under the new arrangement, season football ticketholders will have the opportunity to upgrade their seating locations based on the amount contributed to the Williams Fund. To qualify for the best seats available, a contribution of \$750 per seat per year is required. The minimum contribution for a preferential seat is \$500. The final

plan involves only 4,500 seats, scaled back from the original proposal, which affected nearly 16,000 seats. Under the plan, the University would take into account the number of years that non-contributing ticketholders have purchased season tickets in determining priority seating, though noncontributors will be second to those who do contribute.

The plan would also recognize seniority of student season ticketholders through a separate seating arrangement. First-time student ticketholders would be in the end zone while students who have purchased tickets in previous years would be seated near the 30-yard line. A limit would be placed on the number of years buyers can participate in the student plan.

Reaction to the proposal from sea-

son ticketholders and alumni has been mixed. Dick Bjorklund, '77, whose family has held season tickets for decades, argues that "if you want to compete, you have to do something about the financial situation."

"The men's athletic department does not get any help from the state legislature so they need to find ways to raise funds," says Bjorklund, "but I give money to the University not to get tickets. I give to the University because I want to see them do well."

Brian Kovalchuk, '73, '75, is concerned about the future availability of season tickets. "My friends and I have been going to Gopher games for a number of years, and I have made contributions to the Williams Fund," says Kovalchuk. "We have great seats but I would hate to be bumped by someone who contributes only when the Gophers are back on top."

"In a way, we've had priority seating for a long time, not only in football but in basketball and hockey as well," says

Bay. That informal program, providing preferred seats to contributors, was not widely publicized.

While at Ohio State, Bay instituted a similar plan, which distributed priority seats with contributions ranging from \$750 to \$2,000. He says that the number of donors decreased during that time, though the amount of revenue increased. Except for Northwestern, all of the other Big Ten schools have some type of priority seating.

WELCOME TO CAMP

The women's athletic department will again be hosting young people's sport camps this summer. All camps will be conducted on campus, and campers will receive a free T-shirt, camp picture, and certificate of participation. Vivian Langley, assistant volleyball coach, says the camps include sessions on leadership skills, nutrition, recruiting, and college academic requirements, as well as fundamental training in the chosen sport.

"Sports camps are important for many reasons," says women's athletic director Chris Voelz. "Of the three missions of this University—research, public service, and education—my department does best in public service and education. Our coaches are expert teachers and our staff and team members are superior role models. Sports camps give us the opportunity to do those things we do well. The camps are an outreach program where we can bring individuals and groups onto campus to get a first-hand feel and look of the University."

For information, call 612-626-SKIL.

GOPHER NOTES

The Gopher **hockey team** won its second consecutive WCHA championship, retaining the MacNaughton Cup. Led by junior goalie Robb Stauber, the team posted a 27-6-2 conference record, running away with the championship.

- The Gopher **men's basketball program** reached respectability with a winning season, knocking off top-ranked powers Iowa, Illinois, and Michigan at home. The team's reward was a bid to the NCAA tournament, its first since 1982. The Gophers expect to be contenders for the Big Ten crown next season.

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Laid-Back Wit

A good laugh never hurts in Charles Walcott's class

BY TERESA SCALZO

ON A COLD, WINDY February morning, students trudge into a West Bank lecture hall for American Government and Politics 1001. It's early and the room hasn't heated up completely so many students leave on their coats. The syllabus promises a lecture today on "The Bureaucracy." By the 10:15 a.m. bell, the seats are occupied with chattering students.

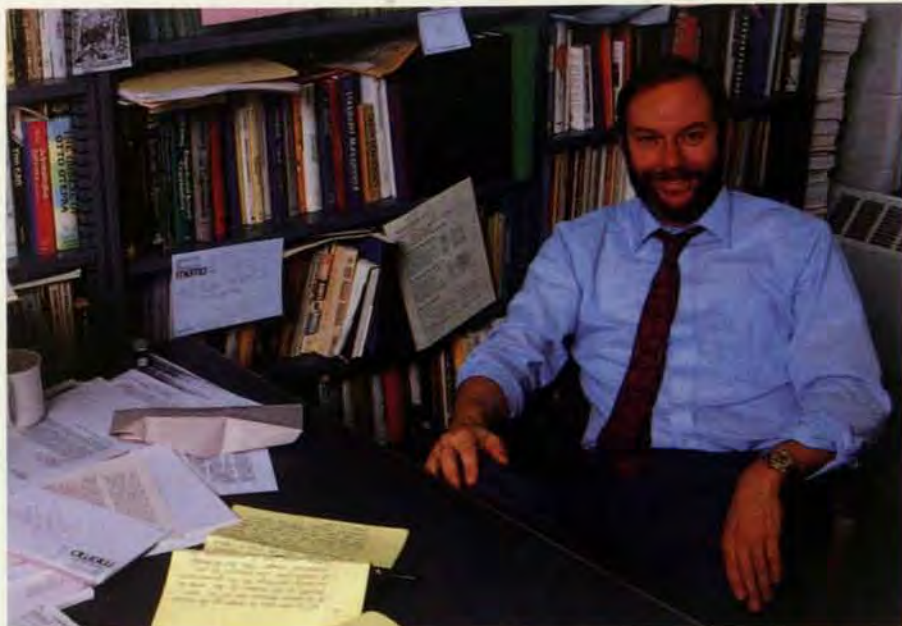
Silence falls over the room when Associate Professor Charles Walcott walks to the front and, without missing a beat, picks up a plastic cup that someone has left on the podium. "Anybody like a little ice?" Walcott asks, holding the cup high above his head. "We have it here. And it's free."

That marks the first of several times during the 45-minute lecture that students break into laughter.

Walcott, 46, has been a member of the University's political science faculty since 1968. He was born and raised in Pasadena, California—a background one student suspects is responsible for what he calls "Professor Walcott's laid-back wit."

"I try to make [teaching] as much as possible a communicative act rather than just a reading," says Walcott. "That's important, especially in the introductory classes where the essential problem is getting people's attention. So I'll walk around and wave my hands and make jokes."

Former student Ann Loper, who now works as a page at the Minnesota House of Representatives, says Walcott's easy-going teaching style creates an enjoyable class atmosphere. His is not the traditional lecture where the student is expected to simply sit and listen, Loper says. She recalls taking one of Walcott's upper-division courses with about



Getting students' attention comes easy to political science professor Charles Walcott, whose past experience includes working in a carnival and winning the Horace T. Morse-Minnesota Alumni Association Award for undergraduate teaching.

twelve other students. Although the professor had requested a small room, the course was assigned to a large lecture hall. So the students sat in the first two rows, and Walcott came from behind the podium to join them.

Rather than use gimmicks in teaching, Walcott says he tries to convey his enthusiasm for political science: "I really love this stuff."

The approach works, says James Terwedo, a former student of Walcott's and now the attorney for Scott County, Minnesota. Terwedo's decision to take a class was often based on whether Walcott was teaching, and once enrolled, he never wanted to miss a class. "Even if you were sick, you tried to make it because those notes [were] just too valuable," he says.

Professor Frank Sorauf says Walcott

is a great source of wisdom and insight in department meetings. "Certainly people pay attention when Chuck talks," says Sorauf, "and they should."

Likewise, Walcott's family paid attention to his opinions when he was growing up. Walcott was very young when his father died; his mother bought a house where they lived with his grandparents. The adults in the household were staunch Republicans while Walcott was a Democrat early on. "We had a certain amount of political discussion," says Walcott, "and I learned that it's OK to argue."

Although none of his family had graduated from college, Walcott's mother was determined he would attend. Because the family lived in California, Walcott could have attended UCLA at no charge, which would have

been fine by him—if his grandmother hadn't found a scholarship certificate while cleaning out the attic.

It seems that back in the 1880s, one of Walcott's relatives had made a donation to a new six-year curriculum high school and college in Los Angeles called Occidental. In return, the school had awarded two certificates good for full tuition at the college, transferable once in case the initial user didn't finish. One certificate had been used by two relatives who each attended for one year before dropping out, and the other had been used by one relative who also attended for one year. "That was the family pattern," says Walcott. Technically, the second certificate was still transferable. Legally, it was questionable whether Occidental College was bound to honor the certificate. But the school's president looked it over and said, "Well, if the kid can get in, it says full tuition and that's what we'll give him." And so it was that Walcott became the first member of his family to graduate from college.

After college, Walcott married and moved with his wife to the Milwaukee area, where he sold health insurance door to door. "The word *sold* is inaccurate," he says. "I did not sell insurance. I knocked on doors and failed to sell insurance for a week and a half."

At some point, it occurred to Walcott that university education was one business that would allow him to spend a lot of time doing what appealed to him, namely, learning about and teaching politics, so he enrolled in graduate school at the University of California at Santa Barbara. When he was ready to leave, the University of Minnesota made him the best offer. That was more than twenty years ago, but Walcott says he has never felt truly like a Minnesotan. "On the other hand, I've never felt like leaving," he says.

Walcott's specialty is the executive branch of the U.S. government, specifically presidents and bureaucracies. His most recent project is a study of the ways in which presidents have organized their immediate White House

staffs in the 60 years since the Hoover administration. Walcott received a Bush Foundation Sabbatical Fellowship for the 1987-88 school year, which allowed him to work on his study.

Walcott has received other honors, including the Horace T. Morse-Minnesota Alumni Association Award and the Outstanding Teacher Award from Hamline University, both in 1988. He has been involved in University governing committees and has participated in what he calls "very, very minor political party" activities.

Walcott has not considered becoming a professional politician. "I've always believed that the doing of politics was something one does in his spare time," he says.

Although Walcott says he has always been interested in politics, the first line of a biography in a seminar program offers a more lighthearted explanation of his career: "My first real job was working in a carnival. I've been interested in the government ever since."

Actually, the job was at a Santa Monica amusement park run by carnival people. "I was what they called the games agent, which was kind of a minor league barker," says Walcott. "I'd stand there and throw baseballs at milk bottles and try to get people to play."

A fringe benefit of the job was that it allowed Walcott to master the technique of some of the games. For several years thereafter, he says, "I could get about as many stuffed animals as you wanted."

Although Walcott says his mother thinks he would make a good lawyer because the profession requires much talking ("I tried to explain that was only part of the job"), some of his students say they can't see him in any setting other than at a university.

"He's the kind that would always have [his office] door open," says Terwedo. "You could just come by and pop in, and he'd drop everything and talk to you. You kind of lean back, and he's thought of something all day and now he's going to tell you what he's thought about."

"He has that kind of smile that [doesn't let] you know what he is thinking," says Terwedo, "as if he has three or four things going through his mind and one of them is a joke."

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NO FLASH IN THE PAN

According to *New York*, December 5, 1988, **Barbara Raskin**, '54, author of the best-selling book *Hot Flashes*, has received \$2 million from Random House for her next novel, a political thriller about two sisters. Random House initially rejected *Hot Flashes*, which was then picked up by St. Martin's Press.



Eric Utne

FOR ESQUIRING MINDS

The editors of *Esquire* magazine have published their annual *Esquire Register*, a roster of distinguished men and women saluted for their "outstanding achievements ... [and] roles they will play in molding America as we approach the turn of the century." Among those listed in the December 1988 register was **Eric Utne** of Minneapolis, publisher of the *Utne Reader*, a bimonthly compendium of articles tapped from the world's alternative press. Utne, who founded the magazine in 1983, says, "We don't think left or right. That spectrum doesn't describe the range anymore. There are a variety of points of view that are worthy." Utne's own point of view has earned merit: the *Utne Reader* was nominated this year for a National Magazine Award. Utne attended the University from 1968 to 1972.

STOP ME BEFORE I SHOP!

You may know someone with the symptoms: uncontrollable urges to buy things, be they shoes, clothes, TVs, jewelry, or soaps. The November 1988 issue of *Omni* published an article on a University of Minnesota researcher's studies of compulsive buyers. **Ron Faber**, professor of mass communication, and a colleague from the University of Illinois have developed a profile of the compulsive shopper that parallels that of alcoholics and compulsive gamblers. Compulsive shoppers, the researchers have found, generally have low self-esteem and a higher-than-average need for excitement. Their common response to stress or feelings of depression is a shopping spree. This is not so much an expression of materialism, says Faber, but rather a way to gain attention from others, including store clerks and people who receive the purchased items as gifts.

UP WITH PEOPLE

The publisher's column in the December 12, 1988, issue of *People* featured a tribute to alumnus **Mary Fanette**, who attended the University in 1974. In her two years as a photo researcher at *People*, Fanette apparently has set a record of sorts: "[She] has cheerfully looked at more pictures of Princess Diana than any sane living being on the planet," says picture editor M. C. Marden. The column lauded Fanette's dogged work in compiling photographs for the magazine's cover story on the best- and worst-dressed celebrities of 1988. Fanette was previously on the staff of the Time-Life Picture Collection.

I SING THE BRAIN ELECTRIC

An article in the *New York Times*, October 25, 1988, described work at the University of Minnesota to map the brains of people with certain types of epilepsy. By using advanced electric probes and radio transmitters developed for the space program, doctors can pinpoint damaged areas of the brain

more precisely than ever before, thus enabling surgeons to surgically cure the disorder in most cases. Adolescents and young adults are the best candidates. **Robert J. Gummit, M.D.**, director of MINCEP Epilepsy Care, says in the *Times* article that of the 2 million Americans with epilepsy, at least 100,000 could benefit from surgery. Yet no more than 500 to 1,000 patients receive such treatment each year. Of patients surgically treated at the University, 63 percent are now free of seizures and 22 percent have experienced a reduction in their seizures of 90 percent or more.

JUST SAY NO TO SAD SONGS

Mamas, don't let your babies grow up to be anthropologists, advised George F. Will in a December 5, 1988, *Newsweek* column, in response to the research of University of Minnesota professor **James M. Schaefer**. Schaefer's work in alcohol and other drug-abuse prevention identifies behaviors and environmental factors that lead to substance abuse. Schaefer's work has entailed empirical studies in western Montana bars, where he and his colleagues studied drinking dynamics and jukeboxes in order to develop an "envi-



ronmental risk profile" that indicates whether bar patrons are likely to over-indulge. More recently Schaefer consulted on a related study headed by University professor Richard E. Sykes. This study of group drinking behavior in 65 Twin Cities bars showed that 12 percent of patrons were seriously intoxicated. Writes Will, loosely summarizing the correlation Schaefer found between music tempo and drinkers' behavior in the Montana bars: "When ol' Merle Haggard starts letting his hair down, look out."



Critics are heralding Regents' Professor Dominick Argento's latest opera, "The Aspern Papers." The opera will make its television debut June 9 on PBS.

► ARGENTO'S LATEST MASTERPIECE

LIBERAL ARTS • It was 1985 and Regents' Professor of Music Dominick Argento was having a drink with Minnesota Orchestra conductor Neville Marriner and world-renowned mezzo-soprano Frederica von Stade at Washington's Watergate Hotel. The three friends had finished a concert tour of Argento's song cycle, "Casa Guidi," at the Kennedy Center and, in a moment of camaraderie, Argento proposed his next work: an opera written specifically for von Stade.

"I was so taken with von Stade's art, I vowed I would write an opera for her," recalls Argento. The singer agreed, and suggested he include Swedish soprano Elisabeth Söderström in his work. With those words, the

seeds were planted for Argento's latest opera, "The Aspern Papers," based on a 1888 Henry James novella.

Premiering in Dallas last November with Söderström and von Stade in leading roles, "The Aspern Papers" has been praised by opera critics in Dallas and nationwide. *Newsweek* called it "unabashedly melodic" and "compelling theater." John Ardoin, theater critic for the *Dallas Morning News*, wrote: "I found the score everything I had hoped for. It made for an absorbing evening of music theater."

On June 9, the Public Broadcasting Service (PBS) will telecast "Aspern" as the seasonal finale of its "Great Performances" series.

Accolades for Argento's music are nothing new. His song cycle "From the Diary of Virginia Woolf" won a

COLLEGES AND SCHOOLS DIGEST

*A compendium of news from
around the University—
research, promotions, program
developments, faculty honors*

•
BY CHRIS NISKANEN
AND
TERESA SCALZO

Pulitzer Prize in 1975.

With each new opera, Argento says he attempts something new; of "Aspern," he says: "I wanted simply to write a romantic opera . . . and the most beautiful opera I could write."

Argento subsequently made plot and setting changes in James's story, some that annoyed many ardent James scholars.

James's story is set in Venice; it revolves around the lost papers of a famous, long-dead poet, Aspern, and the efforts of an obsessed scholar to get them from Aspern's aged and dying mistress,

Juliana. Juliana's spinster niece, Tina, falls in love with the scholar, who preys upon her emotions in a vain attempt to get the papers.

Argento moves the action to a Lake Como villa, makes Aspern a composer, the papers a lost opera manuscript of "Medea," and lends the story a more dramatic ending. "I write an opera to please an audience," he says. Critic Ardoin says Argento has accomplished that with "Aspern," and adds, "To slavishly adhere to James and produce a bad opera is not good for James, Argento, or anybody."

► A KINDER, GENTLER SUPERCONDUCTOR?

TECHNOLOGY • The latest advancement in superconductivity at the University probably won't make the science section of the *New York Times*, but physicist Allen Goldman and other project researchers are elated about their recent discovery. Using a jet of ozone combined with three other elements, they have created high-quality, superconducting films that someday may help unlock the secrets of superconductivity.

"It has fundamental scientific and device implications," Goldman says. "It's based on an idea very different from the obvious things other people have been doing." Already the scientists have received hundreds of requests for reprints of the article describing the new process, and the University has applied for a patent.

High-temperature superconductivity made worldwide headlines in 1986 when two Swiss researchers discovered a compound that would conduct electricity without resistance at 30 degrees Kelvin (-405 Fahrenheit), a temperature far higher than previously imagined. Until then, superconductivity had only been achieved at the coldest laboratory temperatures possible; the Swiss discovery caused scientists to consider superconductivity at higher temperatures using liquid nitrogen as a coolant. In 1987, a University of Houston scientist made the breakthrough when he discovered a compound with superconducting properties at 98 degrees Kelvin (-283 Fahrenheit), 20 degrees above the liquifying temperature of nitrogen.

University scientists say

they have deliberately avoided the "mad rush" to discover the next superconducting compound. "You can mix up different chemicals, but that's not going to give you the whole story," Goldman says. "We're trying to understand why they are superconductors and what the mechanism is." With the latest University-developed process, scientists can create high-quality molecular structures under gentler conditions. They can then sandwich semiconducting films between superconducting layers and observe the movement of electrons between the materials, an experiment Goldman hopes will give scientists a better view of the inner workings of superconductivity.

► THINK EDUCATION

EDUCATION • The College of Education, with more than 40 Minnesota school districts, has formed a collaborative research venture called the Center for Applied Research and Educational Improvement (CAREI).

The center's basic goals, according to College of Education Dean William E. Gardner, is to link the research capabilities of the University with the needs of the school districts.

"We're basically talking about reform," says Mounds View superintendent Burt Nygren. "If we wanted to leave everything the way it was, there would be no reason to form CAREI."

One change will be the involvement of public school teachers in all phases of research. Traditionally, teachers have been uninvolved in early planning stages and often never see the published results, says Nygren. As members of

CAREI, teachers will come to the University in the summer to plan studies with researchers, then work on teams that accumulate data, write proposals for funding, and meet periodically to discuss progress.

"Public school districts and universities have a great deal to learn from each other," says Nygren, "and unless you work at that in a formal, organized sense, it

isn't necessarily going to happen. My dream for the organization is that it will put most of its resources and energies into improving how children learn."

With the arrival in June of CAREI director Jean King, formerly associate professor and chair of the department of education at Tulane University, the center will begin work less than one year after its inception.



David V. Taylor, who has bachelor's and doctoral degrees in history from the University, returned to his alma mater in February to become the new dean of General College.

► TAYLOR COMES HOME

GENERAL COLLEGE • David V. Taylor, former associate vice chancellor for academic affairs in Minnesota's State University System, became the new dean of General College (GC) in February. It was a homecoming of sorts for Taylor, who has bachelor's and doctoral degrees in history from the University. "It feels good to be able to have experienced other corners of the nation, to have worked at other institutions, and now apply my skills to an important part of the University—General College," he says.

Taylor, the University's first black dean, says his job will focus on fulfilling GC's changing mission under Commitment to Focus. Though it will not grant degrees after 1991, GC aims to better prepare educationally disadvantaged students for entrance into other University colleges and Minnesota postsecondary institutions, he says.



► A WEED BY ANY OTHER NAME

TWIN CITIES CAMPUS • While strolling through the park-like garden on the east side of Northrop Auditorium one evening, a concertgoer commented: "Look at those bushes. Are they *weeds*?"

Far from it, says German-born ornamental grass specialist Wolfgang Oehme, a Washington, D.C., landscape architect. When he designed the gardens in front and on the east side of Northrop, Oehme planted eight varieties of ornamental grasses, some reaching six feet high. The tall, rustling grasses—some native to Midwestern prairies, others of northern European origin—create a wild, untamed look to the gardens that also have tulips, goldenrod, and other traditional cultivars.

"Our idea was to create a natural feeling, something that would last year round, something interesting," Oehme says. Gardens designed by Oehme and his associate, James A. van Sweden, are well-known in the Washington, D.C., area and have won numerous awards.

By blending traditional cultivars with eight varieties of ornamental grasses, Washington, D.C., landscape artist Wolfgang Oehme gave a new look to Northrop Auditorium's gardens.

► THE ARMORY AT 93

TWIN CITIES CAMPUS • When Jeffrey Koch arrives at the Armory for his military history course, it takes three or four people to carry him to his second-floor classroom. Koch uses a wheelchair, and the Armory has no handicap access.

"We try to take care of him and get him from place to place, but it's hard," says Colonel David J. Dean, professor of aerospace studies. "It's hard to get a wheelchair through these little old 1890s doors."

Consequently, Dean and his army and navy counterparts are working with the University-ROTC Affairs Committee to gain University and public support for renovating the Armory, including the addition of elevators and handicap access, a project he estimates will cost between \$5 million and \$10 million.

Dean says the plan is to raise approximately half of the money publicly and then ask the University or the legislature to match that. Organizations that have expressed concern about the building include the Veterans of Foreign Wars, the Air Force Association, and the American Legion.

According to Dean, the University of Minnesota fire marshal has listed the Armory as a major concern. Thus, plans include improving the safety of the primarily wooden building by installing enclosed staircases, a fire alarm system, and adequate exits and satisfying requirements for fire-rated walls, ceilings, and doors.

The Armory, built in 1896 for \$67,000, is one of the most historic buildings on campus. For many years, it was the home of University athletic teams and the site of commencements and social events.



Built in 1896, the University's armory badly needs repairs. Officials hope to raise half of the estimated \$5 to \$10 million needed to upgrade the historic building.

A Critical Needs Assessment

THE INSTITUTE OF Technology (IT), the University's second-largest college, comprises twelve departments that are more commonly organized into three or four separate colleges at other universities. In IT, engineering and the physical sciences are combined with mathematics, computer science, and architecture and landscape architecture in a large and diverse collegiate unit, which serves more than 20 percent of the students on the Twin Cities campus.

Students and faculty benefit from IT's unique structure, which makes it possible for materials engineers to join with physicists in superconductivity research, for mechanical engineers to conduct cold climate building research with architects, for geologists to join with civil engineers in studying the problems of water quality and management, for mathematicians to work with aerospace engineers on control systems, and for astrophysicists to make use of the world's most powerful computers in seeking a better understanding of the origins of the universe.

IT's departments are relatively small in comparison to peer institutions and for an institution of the University's size, but they play a large role in Minnesota's system of higher education. Most states have several comprehensive engineering schools, several institutions with graduate and research programs in engineering and the mathematical and physical sciences, and several architecture schools. Minnesota has one: the Institute of Technology.

In the past twenty years, as science and technology have come to play an increasingly important role in the intellectual and economic life of the nation, most of the nation's leading universities—the University of Minnesota's peers—have made large

investments in engineering and in the mathematical and physical sciences.

In recent years, some initial investments have been directed to IT, but considerably less than the resources necessary for the institute to meet all of its responsibilities to the state and its citizens. As a consequence, IT's programs find themselves in a very competitive environment in which our peers are developing and further strengthening their programs in a most aggressive manner.

The critical nature of this competitiveness is underscored by the fact that approximately half of the annual budget of the Institute of Technology is provided by federal and industrial grants, contracts, and gifts, which are sought in direct competition with our peers.

IT's departments have a long tradition of scholarly excellence and outstanding faculty leaders who set the high intellectual and academic standards that help to attract new scholars, federal funds from granting agencies, and an outstanding student body. While acknowledging these all-important strengths, today IT does not have the overall resources in the form of appropriate space, equipment, and support that it had ten years ago.

In the past ten years the number of B.S. degrees granted by IT has increased by 64 percent; M.S. degrees by 43 percent; and Ph.D. degrees by 55 percent. In the same period, spon-



Ettore Infante is dean of the Institute of Technology.

sored research from federal and industrial sources has increased by 75 percent, and IT has been awarded two national research programs by the National Science Foundation. State funding has not kept pace with these increases, however, and the growth and success of IT's programs has served to exacerbate two of IT's most critical problems: inadequate facilities and obsolete instructional equipment.

One of the most crucial problems facing the institute at present is the shortage of appropriate facilities to meet the demands of undergraduate and graduate high technology education and research. Many of the institute's buildings were constructed during the smokestack era of American technology. These buildings are old by any standard, but especially in comparison with other colleges of science and engineering. Nearly 50 percent of IT's inventory is more than 50 years old.

In 1984 the legislature asked the University to prepare a long-term facilities plan for the Institute of Technology, which is now being implemented in an ambitious program. During the past five years, the state of Minnesota has invested more than \$90 million in new and improved facilities for IT. The largest project, the new Electrical Engineering and Computer Science Building, opened in the fall of 1988, providing long-awaited space for two of the University's largest depart-

By E. F. Infante

COLLEGE OF BIOLOGICAL SCIENCES

'83 **Todd W. Gusek** of Ithaca, New York, has discovered an enzyme that may make detergents more powerful stain removers. Gusek, a Cornell University scientist, accidentally discovered the enzyme in a microbe found in mangrove swamps in Mexico's Yucatan. Gusek has applied for a patent for the enzyme, which has commercial potential in the detergent, food, and dairy industries.

COLLEGE OF EDUCATION

'53 **Arthur H. Thomas** of Lawrence, Kansas, has received the American Association for Counseling and Development Research Award. Thomas is a counselor and professor in the department of counseling psychology at the University of Kansas.

COLLEGE OF LIBERAL ARTS

'54 **Harvey B. Mackay** of Excelsior, Minnesota, has been named the Entrepreneur of the Year by the Minnesota Entrepreneurs' Club for excelling in his field and increasing entrepreneurial activity in the state. Mackay also was awarded the 1989 Excellence in Marketing Award from Sales and Marketing Executives International for his contributions to the advancement of the sales and marketing profession.

'60 **Richard H. Solomon** of Los Angeles has joined the Los Angeles office of Buck Consultants as a consulting actuary. Solomon was previously vice president and chief actuary for the western division of Alexander and Alexander.

'62 **James R. Andrews** of De Kalb, Illinois, has been elected president of the Council of Graduate Programs in Communication Sciences and Disorders. Andrews is department chair of communicative disorders at Northern Illinois University.

'67 **Dan Miller** of Chicago has been named publisher of *City and State*, a Crain Communications magazine. Miller was previously associate publisher and editor of *Crain's Chicago Business*.

'67 **William J. Schafer** of Berea, Kentucky, has been named to the Chester D. Tripp Professorship in Humanities at Berea College, where he is a professor of English.

'67 **Glenn H. Schoonover** has been named senior pastor of Zion Lutheran Church in Cottage Grove, Minnesota. Schoonover served previously as senior pastor at St. Paul's Lutheran Church in Allentown, Pennsylvania.

'67 **Donald K. Wright** of Mobile, Alabama, has been elected to the board of trustees of the Arthur W. Page Society, a national organization of public relations executives. Wright is professor and chair of the University of South Alabama's department of communication.

'69 **Bill Curran** of Las Vegas has been elected president of the State Bar of Nevada. Curran currently supervises seventeen attorneys in the civil division of the Clark County District Attorney's Office in Las Vegas.

'69 **Jeffrey O. Stewart** of Edina, Minnesota, has been named president of Stewart, Stein, and Scott of Minneapolis. Stewart was previously vice president and corporate secretary of the company.

'75 **Cynthia S. Fraser** of Palatine, Illinois, has been promoted to senior income loan producer from mortgage loan analyst for ITT Real Estate Services in Deerfield, Illinois.

'80 **Mary Ellen Childs** of St. Paul has joined the faculty of Carleton College, Northfield, Minnesota, as an instructor in music. Childs is studying for a doctoral degree at the University of Illinois.

'81 **Christopher R. Mayr** of Roseville, Minnesota, has been named director of development and public affairs for the Community Development Corporation. He formerly was director of special events, advertising, and the Alumni Club for the Minnesota Alumni Association.

'82 **Peter M. Musolf** of Bethlehem, Pennsylvania, has been appointed instructor of modern foreign languages and literature at Lehigh University in Bethlehem. Musolf was previously an assistant instructor of German at Princeton University.

DEATHS

Joseph C. Vesely, '28, Hopkins, Minnesota, February 8, 1989. Vesely became the attorney for the village of Hopkins in 1934, was head of the charter commission when Hopkins became a city in 1948, and was village assessor, council member, and mayor for two and a half terms. Vesely served on the Governor's Commission on Urban Affairs under Orville Freeman and was on the Hopkins Library Board for more than 40 years. Vesely also practiced general law for more than 50 years before retiring in 1983.

Emory Y. Barrick, '29, St. Paul, Minnesota, February 18, 1989. Barrick was a retired FBI agent who headed the investigation in the late 1950s of organized crime figure Isadore (Kid Cann) Blumenfeld. Barrick completed FBI training in 1941

and was assigned to Knoxville, Winchester, and Chattanooga, Tennessee, primarily to investigate claims of white slavery before being transferred to the Twin Cities in 1944. Barrick retired in 1968 and worked a small hobby farm near Hutchinson, Minnesota.

Leon J. Kaliher, '30, Bemidji, Minnesota, November 20, 1988. Kaliher was president of the Union State Bank in Thief River Falls from 1930 to 1938, and president of the First National Bank in Red Wing from 1938 to 1951, when he moved to Bemidji to become the president of the Northern National Bank. He retired from that position in 1968 and from the board of directors of the bank in 1980. Kaliher was a past president of the chambers of commerce in Thief River Falls, Red Wing, and Bemidji and a member of the Knights of Columbus.

Vernon L. Watkins, '39, Alexandria, Virginia, February 14, 1989. Watkins was an army colonel during World War II and was called back to active duty during the Korean War. In 1955 Watkins was transferred to Washington, D.C., where he took Pentagon assignments until he retired in 1961. Watkins then worked as a sanitation engineer in the District of Columbia until retiring a second time in 1968.

William F. Braasch, '43, Richfield, Minnesota, February 8, 1989. Braasch was a Minneapolis dentist who specialized in prosthetics until he retired in 1987. Braasch was an associate clinical professor at the University of Minnesota School of Dentistry, a past president of the Academy of Denture Prosthetics and the Minnesota Academy of Restorative Dentistry, and a fellow of the American College of Dentists and the International College of Dentists.

Robert L. Koob, '43, Falmouth, Massachusetts, February 4, 1989. After serving in World War II, Koob taught at the University of Wisconsin's Industrial Management Institute. In 1954 he became director of industrial development for the state of Wisconsin and moved to Washington, D.C., as director of government relations for Allis-Chalmers Corporation in 1959. In 1966 Koob became vice president of government relations for International Minerals and Chemical Corporation and opened his own business, Koob Associates, in 1973. He retired in 1978.

Richard C. McMillen, '52, St. Paul, Minnesota, December 15, 1988.

Walter J. McQuire, '55, Las Cruces, New Mexico, February 3, 1989. McQuire retired from the New Mexico State University library catalog department in 1980 after twenty years with the university.



GOVERNOR RUDY PERPICH announced March 28 that he would recommend an additional \$50 million in funding for the University from the previous biennial appropriation. With his earlier recommendations of \$32 million, the total net increase would be \$82 million. Governor Perpich made his recommendation in March, after the state revenue forecast showed a \$220 million increase over the November forecast.

Appearing with Governor Perpich at a news conference, University **President Nils Hasselmo** expressed appreciation for an important move in the right direction but noted that \$82 million would still represent only a standstill budget. He said the University would continue to make its case to the House and the Senate. Some legislative leaders said they would work for a larger appropriation than Perpich recommended.

President Hasselmo presented a **midterm report card** to the regents in March. The progress report outlined 69 actions—37 that the University has already taken and 32 still to come—in the areas of accountability, management, undergraduate education, research, and outreach.

A higher standard of accountability is a promise, President Hasselmo said. "Accountability is rule number one in my administration: not just accounting for the dollars, but also accounting for teaching, research, and service—for the work we do, why we do it, how we can do it better, and what difference it makes."

President Hasselmo gave University faculty a resounding "A" grade for attracting \$180 million in outside research money and patenting 24 inventions in 1988. The report card cites numerous examples of how the central missions of the University have continued largely unaffected during the time of controversy.

Gordon (Gus) Donhowe, former Minnesota finance commissioner, was

named to a one-year appointment as senior vice president for finance and operations. The appointment, which was widely praised inside and outside the University, is for one year because Donhowe didn't go through the search procedure required by University rules. He said he intends to apply for the permanent job.

Donhowe has taken over operation of the physical plant. He told the regents that in view of all the problems and needs, he "would like to be closer to the action." The Twin Cities campus has "as many square feet of physical plant as all of the office space in downtown Minneapolis and St. Paul" and is worth his time and attention, he said. Physical plant director **Charles Bailey** will report directly to Donhowe.

A compromise settlement may give \$3 million in **salary increases** to about 1,500 faculty and academic staff women on all five University campuses. Pay petitions have been pending for the last five years before the special masters appointed by the court under the Rajender Consent Decree.

Proposed adjustments are \$2 million in 1989 and \$1 million in 1990. No back pay would be included. The class action would affect female academic employees who were employed by the University in September 1988 and who remain employed at the time of distribution, with exceptions for some part-time and temporary employees.

Dramatic **color photos of a DNA molecule** and of molecular interactions of enzymes that control muscles were shown to the regents in March. Dean Robert Holt of the Graduate School, showing photos during a presentation on the University's research achievements, said the professors and graduate students who produced them are "right at the frontier of something that's never been done before." The research teams are led by faculty members D. Fennell Evans and Victor Bloomfield on DNA and Evans and Ron Edstrom on enzymes.

MAY

10TH
Education Alumni Society Board Meeting, 5:30 p.m., Campus Club, Minneapolis campus.
Medical Alumni Society Board of Directors Meeting, 6:00 p.m., Radisson University Hotel, Minneapolis.
University Foundation Board of Trustees Meeting, 11:30 a.m., Radisson University Hotel, Minneapolis.

11TH
Minnesota Alumni Association Executive Committee Meeting, 7:30 a.m., Minnesota Alumni Club, 50th Floor, IDS Tower, Minneapolis.

14TH
Orchid Lights Gala Benefit at the Minnesota Landscape Arboretum, Chanhassen. For more information, call the arboretum at 612-443-2460.

16TH
Mortuary Science Alumni Society Annual Meeting and Silent Auction, 5-7:00 p.m., Radisson South Hotel, Bloomington.
College of Home Economics Recognition Ceremony, 4:00 p.m., St. Paul Student Center, St. Paul campus.

17TH
Minnesota Alumni Association National Board of Directors Meeting, 11:00 a.m.-2:00 p.m., Coffman Memorial Union, Minneapolis campus.
Minnesota Alumni Association Annual Meeting with Walter Cronkite, 5:30-8:30 p.m., Bierman Field Athletic Building. Call 612-626-ALUM for tickets.

18TH
Home Economics Alumni Society Board of Directors Meeting, 5:30 p.m., McNeal Hall, St. Paul campus.

19TH
Forestry/Natural Resources Alumni Society 50-Year Reunion and Spring Banquet, 6:00 p.m., Holiday Inn, Shoreview.

21ST
Band Alumni Society Annual Meeting and Concert, 1:00 p.m., Northrop Mall, Minneapolis campus.
Agriculture Alumni Society Spring Meeting, 2:30 p.m., Minnesota Landscape Arboretum, Chanhassen.



"Circles of Tradition: Folk Arts in Minnesota," curated by Willard Moore and featuring 150 contemporary and historical folk art objects, is on view through June 18 at the University Art Museum, Northrop Auditorium. Above is a self-portrait by Bernard Schmitz.

24TH
Institute of Technology Alumni Society and School of Management Alumni Society Lecture and Reception, 6:00 p.m., Earle Brown Center, St. Paul campus.

31ST
Medical School Class of 1989 First Reunion Celebration, 8-12:00 p.m., International Market Square, Minneapolis.

JUNE

1ST
Biological Sciences Alumni Society Board Retreat, 3-8:00 p.m., Eastcliff, St. Paul.
Medical School Class of 1939 Reception, 4:30 p.m., Radisson University Hotel, Minneapolis. For more information, call Bob Burgett, 612-625-1440.

2ND
Medical Alumni Society All-Alumni Centennial Reunion Events, all day, Radisson University Hotel, Minneapolis, and Radisson St. Paul.

3RD
New Horizons in Minnesota Medicine/Medical Alumni Society Annual Meeting, 8:30 a.m.-2:30 p.m., Radisson University Hotel, Minneapolis.

6TH
Nursing Alumni Society Board of Directors Meeting, 5:00 p.m., location to be announced.

ing, 5:00 p.m., location to be announced.

7TH
Pharmacy Alumni Society Board of Directors Meeting, 4:00 p.m., location to be announced.

9TH
Institute of Technology Alumni Society Executive Committee Meeting, 7:15 a.m., 3M Center, St. Paul.

15TH
Minnesota Alumni Association Executive Committee Meeting, 7:30 a.m., Minnesota Alumni Club, 50th Floor, IDS Tower, Minneapolis.
College of Home Economics Alumni Society Board of Directors Meeting, time and location to be announced.

16TH
Veterinary Medicine Alumni Society/Student Graduation Reception, 7:00 p.m., Small Animal Hospital Clinic, St. Paul campus.

19TH
School of Public Health Alumni Society Board of Directors Meeting, 4:00 p.m., A-302 Mayo, Minneapolis campus.

24TH
College of Agriculture Alumni Society Board of Directors Meeting, St. Cloud, Minnesota, time and location to be announced.

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Sending the University a Message

BY CHRIS NISKANEN

"THE ORDERLY business of life will go forward," wrote Pulitzer Prize-winning journalist William Allen White in a now-famous editorial, "if only [people] ... utter what their hearts hold—by voice, by posted card, by letter, or by press."

Though the year was 1922 and White was writing for the *Kansas Emporia Gazette*, his sentiments would seem to have equal meaning for today's University of Minnesota alumni, judging by the amount of mail the Minnesota Alumni Association (MAA) received in February.

The sudden rush of correspondence was sparked by a two-page letter that MAA National President Chip Glaser sent to alumni in January. After highlighting nine MAA accomplishments of 1988, he wrote: "I would like to hear what you have to say about your University, and I encourage you ... to send your thoughts, suggestions, and concerns to me."

By March 1, more than 120 alumni had done just that.

"We didn't expect so many responses," says Glaser. "Evidently a lot of people out there had things on their mind. Some wrote responses on their typewriters. Others simply wrote to tell us they liked the idea."

"Though the majority of University alumni live in Minnesota, roughly half of the letters came from alumni living in other parts of the country," Glaser says. "It's good to know that alumni in distant parts of the country feel strongly about the University."

Though some letter writers commented specifically on the MAA's activities, many wrote on a wide range of University issues, such as fiscal



management; access and academic excellence, primarily as they relate to Commitment to Focus; the hiring of University President Nils Hasselmo and Men's Intercollegiate Athletic Director Rick Bay; the status of athletics at the University; the student experience; and faculty salaries.

Glaser says that all letter writers' concerns will be addressed and that copies of the letters will be forwarded to the appropriate University officials—the president, the athletic director, vice presidents, deans, and others.

Of the 80 letter writers commenting on the alumni association's activities, 45 had positive comments; 12 believed

improvements were needed; 15 had negative comments; and 9 were neutral. Twenty-two writers positive had comments about the association's desire to be a more active advocate for the University. "I am happy to see the association assuming an active role in supporting and evaluating the University," wrote one alumnus. "It was high time for graduates to get beyond the cruise junket mentality, which the association used to espouse."

Regent selection, an issue with which the MAA has been involved since 1985, also received numerous comments. "It is great to see the alumni take such a good interest in the University, especially

in selection of members of the Board of Regents. That is a long time coming," wrote an alumnus.

The most frequent complaint about the MAA concerned the lack of out-of-state alumni chapters. Some wanted to know if there was a chapter near them, and if there wasn't, they wanted to know how one could be started. "The out-of-state alumni are the forgotten alumni," lamented an alumnus living in Missouri. "Efforts should be made to form alumni societies outside of the state, to a far greater extent than presently exists."

The complaints have prompted the MAA executive committee to analyze the MAA's communication and connec-

tion with out-of-state alumni in the next fiscal year, Glaser says. "Our problem is that most of our alumni live in Minnesota and we have a small staff. It's difficult to serve everybody. But there must be a solution to the concerns, and we'll look into it."

Many alumni wrote to express their approval of the way the University handled its problems in the wake of last year's controversies. Many were confident that the hiring of Hasselmo and

Bay would make a difference. "May I offer my sense of satisfaction ... in the selection of Nils Hasselmo as president and Rick Bay as athletic director," wrote an alumnus from Vermillion, South Dakota. "These decisions would appear to be instrumental in getting the U back on track after a year of trauma, confusion, and mistakes."

In a one-line letter, an alumnus wrote: "I like the H Boys—Hasselmo and [men's basketball coach Clem] Has-

kins. Things are looking up at the U."

Athletic issues concerned a number of letter writers, several of whom asked that the University keep its basketball and hockey facilities on campus. Several alumni wrote that academics should take precedence over athletics; others said they hoped the football team would do better next year.

Commitment to Focus, the University's plan to become one of the top public institutions in the country by streamlining programs and reducing enrollment, had both supporters and detractors. "I heard former President Keller speak at the Sun City, Arizona, alumni meeting and hope that the ideas he expressed will not be lost in the transition. They make good sense," wrote one alumnus. But another from North Carolina wrote: "My conception of Focus is that the University be changed into another Harvard or Yale.

"My conception of Focus is that the University be changed into another Harvard or Yale. Keep it a school for the common man.

One he can afford."

Keep it as a school for the common man. One he can afford."

Two other academic-related issues—the status of the libraries and faculty salaries—were mentioned often. Five letter writers said the University needs help improving its library facilities; one person suggested that the MAA ask each member to donate \$5 to the libraries. "Everyone who has ever attended the U has benefited from the libraries," the alumnus wrote.

Regardless of what letter writers thought about the MAA or the University, the outpouring of mail was helpful for the MAA and University officials, Glaser says. "It's good to hear from our constituents, to know what is on their minds. While we cannot change every concern raised by the letters, the feedback both encourages us and makes us think hard about the future of the University and the association."



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MINNESOTA STATE legislators learned about growing larger lake trout, improving foods with biotechnology, discovering proton decay, breeding Siberian tigers, and a plethora of other University research activities at Research Day, February 22, at the State Capitol. Based on the Academia in Review program held on the Twin Cities campus during homecoming week last fall, Research Day was designed to demonstrate how professors carry out their research and how it will contribute to society. Legislators, students, and University staff members browsed through the 27 research booths, and 35 professors were on hand to discuss their work. The program was organized by University Relations, the Minnesota Alumni Association, and University Media Resources.

University President Nils Hasselmo opened the program in the Capitol rotunda by presenting chairs to the Minnesota Senate and House of Representatives for their role in the Minnesota Campaign. During the campaign more than \$365 million was raised and more than 100 academic chairs were created with the help of the Permanent University Fund, which the legislature released to the University to match donor contributions. President Hasselmo presented the chairs to House Speaker Robert Vanasek and Senate Majority Leader Roger Moe. Campaign chair Curtis L. Carlson also offered his thanks to the legislature for its role in the campaign.

MEETING WITH NILS

On February 17, more than 100 alumni from the Gold Coast Chapter in Boca Raton, Florida, heard University President Nils Hasselmo talk about the future of the University's Commitment to Focus plan, athletics, and the hiring of new men's athletic director Rick Bay. It was President Hasselmo's first meeting with an alumni chapter.

A week earlier, he had met with the Minnesota Alumni Association's executive committee.

GOING STRONG

The College of Veterinary Medicine Alumni Society held its annual meeting in conjunction with the Minnesota Veterinary Medicine Association on February 4. More than 120 people attended. David Thawley, interim dean of the College of Veterinary Medicine, gave an update of the college's activities, and former dean Robert Dunlop was presented with the college's Outstanding Service Award. Michael McMenemy was presented with the college's Outstanding Alumni Service Award.

JOINT VENTURE

Carlson School of Management professor Larry L. Cummings was the guest speaker at the second of a two-part lecture series cosponsored by the Institute of Technology Alumni Society and the School of Management Alumni Society. Recently named to the Carlson Chair in Strategic Management and Organization, Cummings spoke on February 9 about decision-making processes within changing business organizations. His research has focused on how top-level executives deal with rapid change and start-up activities. Speech-communication professor George Shapiro will speak on ethics and leadership on May 24.

WASHINGTON INSIDERS

The hot topic in Washington, D.C., on February 6 was pay raises for congressional and federal employees.

Coincidentally, it was the same day University alumnus Norman Ornstein, resident scholar at the American Enterprise Institute and a nationally eminent economist and political scientist, spoke at the Washington, D.C., Alumni Chapter. After being introduced by Minnesota congressman and alumnus Gerry Sikorski, Ornstein, who supported the raise that was later voted

down by Congress, provided chapter members an insight into the politics of the pay raise controversy. The audience of 77 was treated to some good-natured barbs traded between Ornstein and another audience member, Minnesota senator Dave Durenburger, also an alumnus.

MARLING ON WASHINGTON

Once described as "one of our foremost historians of popular culture," University art history professor Karal Ann Marling spoke at a February 23 lecture sponsored by the College of Liberal Arts/University College Alumni Society. She discussed her research on the image of George Washington and its impact on American life, which was the subject of her 1988 book, *George Washington Slept Here: Colonial Revivals and American Culture, 1876 to 1986*. Marling described to the 75 audience members how the depiction of George Washington can help explain how Americans have rediscovered their colonial origins and have manipulated what they learned to meet the social, economic, and political needs of the times. Her course on the art of Walt Disney is a favorite among College of Liberal Arts students.

THOSE MISSING BUTTONS

The hunt to create a complete collection of University homecoming buttons, which will be displayed at the Alumni Club on the 50th floor of the IDS Tower, has turned up a number of new additions, but there are still a few errant specimens. Still missing are buttons from before 1925 and those from the years 1926, 1931, 1933, 1951, 1955, 1975, 1979, 1980, and 1981. Anyone wishing to donate a button from these years should contact Claudia Gray at 612-624-2323.

PEOPLE NEWS

Trish Van Pilsum, a reporter for WCCO-TV in Minneapolis, has joined the School of Journalism and Mass Communication Alumni Society board.

Starting a New Tradition

IN THIS ARTICLE, my last as president, it is fitting I share with you a capsule summary of the past year, one of great accomplishment for the University and its alumni association.

In June, the sensational Minnesota Campaign ended, having generated more than \$365 million for the University. Led by Curtis L. Carlson, Russell Bennett, Dale Olseth, Steve Roszell, and others, the campaign was the most successful ever mounted by a public university. We are proud of the participants' collective efforts.

In anticipation of the campaign's completion, the alumni association was asked to develop a fitting celebration. After nearly two years of planning, we celebrated Homecoming '88 with the theme: "There's Just One 'U'." Highlights included Academia in Review, in which professors displayed and discussed their research; such nationally prominent speakers as C. Everett Koop, Paul and Anne Erlich, Stuart Udall, John Sculley, Bobby Knight, and others; an alumni/celebrity football game; and a free faculty luncheon. More than 150,000 people attended these and other homecoming week events.

One of the MAA's most significant projects culminated in 1989 when the Minnesota legislature appointed a Regents Selection Advisory Council, which has helped change the way regents are selected at the University.

This project began in 1985, when the alumni association decided to focus its attention on governance at the University, specifically on how regents were chosen. An independent, bipartisan blue-ribbon committee, appointed by the association to review regent selection, recommended formation of a Regent Selection Advisory Council. MAA leaders Tom Swain and John French, two members of the blue-ribbon committee, worked with legisla-

tors Ember Reichgott and Todd Otis to introduce regent selection legislation. Concerned alumni and friends retained a lobbyist to help insure passage of the bill, so critical for the enhancement of University governance.

After the legislation passed, our association took an active role in identifying potential council members. We salute and applaud those who consented to be a part of this inaugural council. Theirs was a most important task, not only for the University, but also for all of Minnesota higher education.

Throughout the year, the MAA was active in searches for key University officials, participating in the final screening for the women's athletic director, the search committee for men's athletic director, and the final presidential review. We have indicated to University President Nils Hasselmo that, as an association, we are anxious to be significantly involved in future searches, and the MAA executive committee advanced to him a resolution encouraging excellence and diversity for all appointments.

Communication remained a priority for the MAA during 1988-89. We've actively recruited alumni to serve in a statewide lobbying network that will communicate the University's needs to the legislature; we discussed communication priorities and issues at a number of retreats; we improved



Chip Glaser, '75,
is president of **K. Charles**
Development Corporation.

communication within the national board; and in *Minnesota* we asked alumni to write us about their concerns. The response was very positive: respondents were pleased with the MAA's new advocacy role on behalf of the University and proud to be a part of the organization.

This exciting reaction has had a pronounced effect on our membership. Following the events of early 1988, many people

voiced their criticism of the University through the MAA, and many others chose to drop their membership. As people heard our message and came to understand our commitment to advocacy, however, they began to reenlist in the MAA. Our membership and renewals rates are now at an all-time high, far above their level prior to 1988.

We'll celebrate our extraordinary year at the MAA annual meeting on May 17. Continuing the tradition established in 1986, we have scheduled an excellent keynote speaker: Walter Cronkite. We hope you will join us.

I appreciate the commitment of the MAA staff and volunteers. We have much more to accomplish, but with your continuing support, I am optimistic that we can make great strides for this institution.

The tracks are laid to extend a new tradition of excellence at the University. The times are exciting, the future is bright, the luster is returning! It has been a pleasure to have served.

By Chip Glaser

Who Sits Where in the Big Ten?

FOR MONDAY MORNING quarterbacks, a recent hot topic is "priority seating." This method of issuing tickets to University sporting events, scheduled to go into effect for football this fall, ensures that the best seats go to those who contribute to the athletic department.

Why priority seating? "Although we didn't have a formalized process in the past, major donors were given better seats," says Rick Bay, men's intercollegiate athletic director. "I want to formalize and publicize the process and give more people a chance to participate. In the Big Ten, we're ninth out of ten in fund-raising. We'll have an \$800,000 deficit this year in men's athletics. We need to be self-supporting, and the only way we'll achieve that goal is to appeal to the sporting public for additional support."

To gain a broader perspective on priority seating, I conducted a telephone survey of our fellow Big Ten institutions. Priority seating game plans are as diverse as the universities themselves, but I am able to offer some comparisons and insights.

Only Northwestern lacks a priority seating plan. The University of Iowa and the University of Michigan confirm that they have "informal, unwritten guidelines," Michigan careful to explain that it has a policy against formal solicitations. Purdue, Michigan State, Ohio State, and the universities of Indiana, Illinois, and Wisconsin have complex seating systems, some of which are spelled out in color-coded brochures.

While Illinois began preferential seating in the early 1970s, most of the other institutions have implemented their plans in the past ten years. The decisions were influenced by several factors: the need to raise funds for athletic scholarships and facilities and the demand for tickets at regular season

games and National Collegiate Athletic Association (NCAA) play-offs.

According to athletic officials at Ohio State, the Title Nine Act, which required men's athletics to assume partial funding for women's programs, was a pivotal change for the school. In addition, graduation rates at Ohio State, like those at most other Big Ten institutions, were accelerating at such a rate that ticket supply couldn't keep up with the demand.

A full description of all the systems would require a five-page column, so I will simply compare the Indiana "point" plan and the Illinois "contribution" model.

At Illinois, which denotes five contribution levels, a fan who gives \$3,000 may purchase eight prime football tickets and four prime basketball tickets, and also receives priority parking; a \$100 contributor is ensured two football tickets near the end zones, with parking at an outlying lot. Giving has included in-kind contributions such as food and hotel rooms.

At Indiana, accumulated and one-time-only points determine priority seating arrangements. Accumulated points are awarded for total contributions, length of support, and the purchase of continuous years of season tickets. There are five giving levels that range from \$30 to \$1,200. One-time points are awarded for all general gifts to the university, as well as member-



Margaret Sughrue Carlson is executive director of the alumni association.

ship in the varsity lettermen's club and the alumni association.

At every institution, students, faculty, and staff appear to be the winners with respect to number of tickets allotted and location of seats. Of 52,200 Indiana football seats available in 1987, students received 15,000 tickets and the general public 18,800—65 to 70 percent of which were allocated to priority seating. Of 17,300 basketball seats, students

were allotted 9,000 and the general public 5,200 according to the preferential seating plan.

In the Big Ten, priority seating funds are used almost exclusively for scholarships. The revenue is also used at the athletic directors' discretion or for building funds.

Without exception, the Big Ten athletic department representatives I spoke to felt the negatives were strongly outweighed by the positives of priority seating. Fund-raising potential increases dramatically, says Dike Eddleman, executive director of grants in aid at Illinois. "In 1979 we raised \$712,000, and ten years later the revenue exceeds \$3.8 million."

Dave Martin, director of the Varsity Club at Indiana, explains that priority seating plans easily answer the questions about why some people get better tickets. "Sure, there are always complaints," he says. "But people generally like the system *unless* it applies to them."

By Margaret Sughrue Carlson

OPEN LETTER TO GOLDEN GOPHER FANS



RICK BAY
Men's Athletic Director

In just a short time, we will begin our 1989 Golden Gopher season football ticket sale. Effective this season, we have established seating options that will be available for a limited number of our fans. The new options outlined on the accompanying page are designed to give those who contribute to the Williams Fund more input into the location assignments of their season football tickets. Over the past 20 years, there has been an informal priority seating system in effect at the University of Minnesota. We believe that the new seating system will help to clarify the past program and allow us to raise badly needed dollars for the Williams Fund.

Why do we need to increase our efforts to raise money through the Williams Fund? Simply, because we want our athletic program to be among the best in the nation. Ticket receipts, broadcast revenue, and our current fund-raising levels no longer pay for the operation of our self-supporting men's athletic program. This problem is not unique to the University of Minnesota. Over 90 percent of Division I institutions use some sort of priority seating program to generate revenue. Recent departmental operating deficits no longer permit our further hesitation.

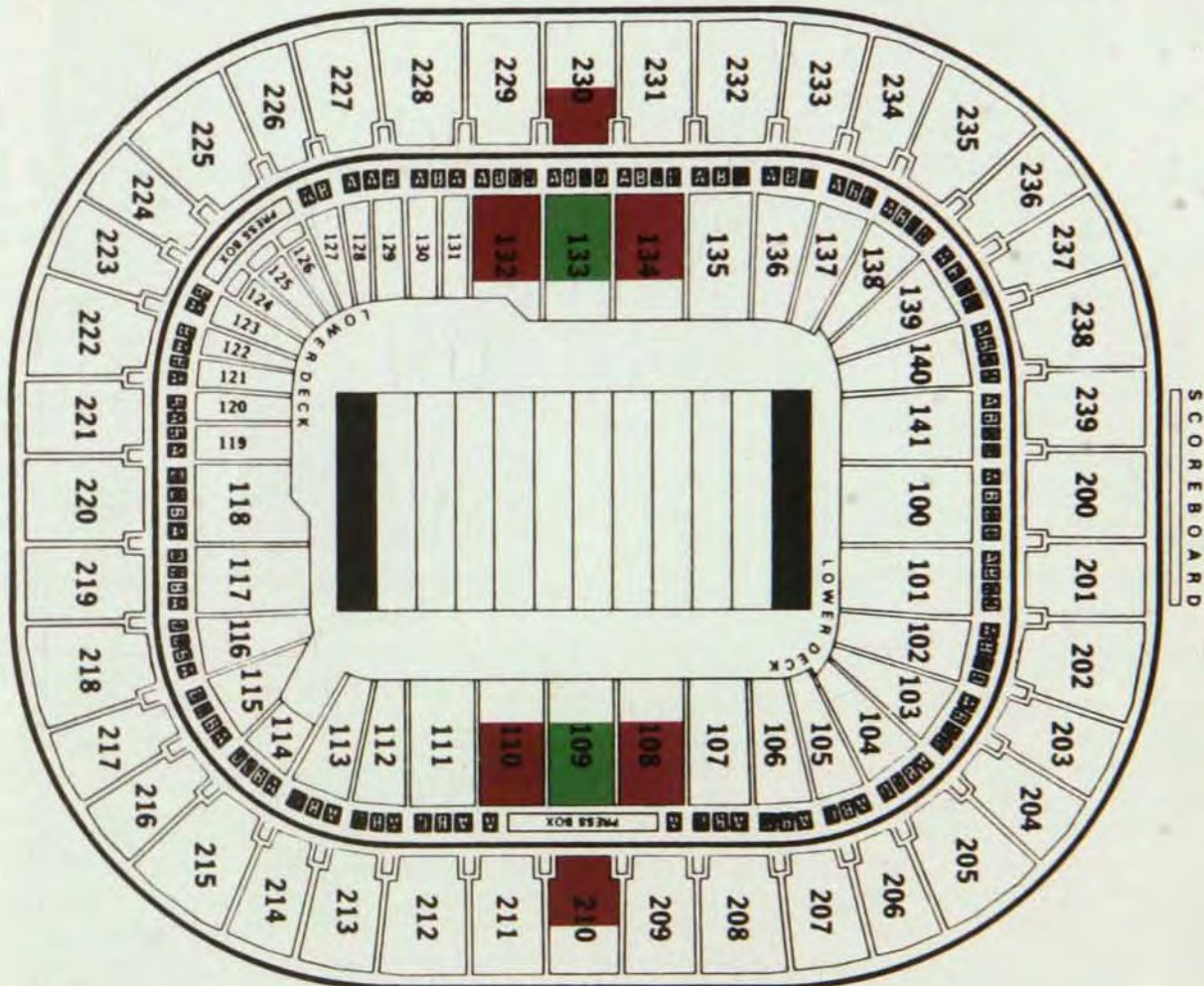
Our immediate concern is to raise money for student-athletic scholarships. **Athletic scholarships are not provided by the University; they must be paid for by the Department of Men's Intercollegiate Athletics.** Annual scholarship costs are in the neighborhood of **1.2 million dollars** and will continue to rise with inflation. Beyond that, we must make plans to improve our athletic facilities, many of which are the poorest in the Big Ten. If we are to be successful in improving athletics at the University of Minnesota, much needs to be done, and your support is critical.

We want an athletic program that is **competitively successful** while operating within NCAA rules, that is **academically superior**, and is **financially self-supporting**. It will take hard work and more dollars to achieve these goals, and we need your help in both areas. In return for your support, we will provide you with an opportunity to enjoy Golden Gopher football with a seating location that otherwise might not have been available to you.

We appreciate your past support as a Golden Gopher fan and anticipate your future support as an integral part of the Men's Athletic Department. If you have any questions regarding the priority season football ticket program, please feel free to contact us. We will do our best to be of assistance to you.



INVEST IN A PROUD TRADITION.



DIRECTORS CLUB Preferred Seating Area - \$1500 Minimum Annual Gift (In Green)

- Location for 2 seats in green preferred area upon purchase of football season tickets. Additional seating in green area available upon additional annual gift of \$750 per seat.
- One football parking pass with purchase of season tickets. \$12/game. Call 625-1001 for information and reservations.
- Pregame and postgame gatherings at the Metrodome Viking Lounge. \$5 per person. Limit 4 persons. Call 625-1001 for information and reservations.
- Football Press Guide - Free upon request. Call 625-1001
- Plaque.

GOLDEN GOPHER CLUB Preferred Seating Area - \$1000 Minimum Annual Gift (In Red)

- Location for 2 seats in the red preferred seating area upon purchase of football season tickets. Additional seating in red area available upon additional annual gift of \$500 per seat.
- Pregame and postgame gatherings at the Metrodome Viking Lounge. \$5 per person, limit 2 persons. Call 625-1001 for information.
- Football Press Guide - Free upon request. Call 625-1001.
- Plaque.

MAROON & GOLD CLUB

Best available vacancies outside green & red areas - \$500 Minimum Annual Gift

- Location for 2 seats on a best available vacancy basis outside the other priority areas. Additional seating on this basis available upon additional annual gift of \$250 per seat.
- This is the contribution level that has been required for preferred seating up until this time. Current contributors may maintain their positions by continuing their gifts at current levels.

NON-CONTRIBUTORS

- Locations for season ticket holders not contributing at the above levels will continue to be assigned according to longevity. However, locations are not guaranteed from year to year. Improvements will be made available on the same basis if vacancies permit, but the improvement process will not begin until Directors Club, Golden Gopher Club and Maroon & Gold Club contributors are assigned.

I Need Your Help

IN JANUARY, I promised a progress report on six action agendas that the University is dealing with this year: accountability; managerial effectiveness; governance and administration; undergraduate education; research development; and outreach, extension, and technology transfer.

Obviously, the first three are agendas for putting our house in order. Less obvious, perhaps, is that my intentions for including the last three were to check our progress on the fundamental academic agendas, the real work of a university that recognizes its future and wants to do a better job of teaching, research, and public service.

We presented that progress report at the March regents' meeting. The bottom line, as I stated it then, was this: "I am completely satisfied that the University of Minnesota is working properly through its agendas. I accept the responsibility to make certain that continues, and I accept the challenge to spread the word."

I can't spread the word completely in a one-page column, but I do want to emphasize the key messages.

- The University promises you a higher standard of public accountability. That means more and better information openly shared with you and your elected representatives on what we do, why we do it, and what it means to you. This progress report is a start.

- The University promises a complete, appropriate response to the recommendations that emerged from the administration and management studies and audits of 1988. Most of the actions have already been taken, and we're working on the rest.

- The University's mission—the reason you have a university in the first place—is teaching, research, and public service. Maintaining and improving the quality of those fundamental pro-

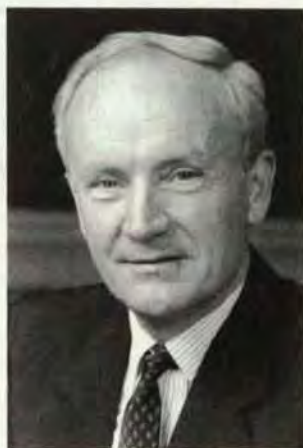
grams continues to be our most important promise for Minnesota's future.

This is the University of Minnesota, not a university *in* Minnesota. It has been vital to Minnesota's quality of life in the past, and it will be even more vital to Minnesota's future in an increasingly competitive world. It has been one of this state's best investments, and a higher standard of accountability means that we will demonstrate why an even better university is an important investment in Minnesota's future.

I don't like to make promises unless I really believe I can keep them. To be candid, then, I'll confess that the whole idea of spending two months developing this progress report was also intended as a personal learning experience for me. I needed to go through this exercise to assure myself that I have the hard evidence to fall back on. In that sense, I'm very happy about the progress reports; they have given me that assurance.

I now have enough evidence to look anybody straight in the eye and argue that the University deserves support. I'm prepared to prove it, and I'm prepared to demonstrate that investments in the University yield returns that shape a better future for Minnesota.

Another reason I wanted to release these progress reports is to put to rest the notion that the University hasn't yet responded to the problems made



Nils Hasselmo
is president of the
University of Minnesota.

public last year. Hearing that notion expressed has been the most frustrating part of my job from the day I started. It's just not so.

I also wanted to make clear in the progress reports that the University's agendas were not all set by the audits and studies of 1988. The most important University agendas go back much further. They even precede the Commitment to Focus plan of 1985. I know, since I was part of that

planning effort before I went to Arizona.

Coming back after five years, I see more rapid change than I would have predicted; a good hard look being taken at the fundamental relationship between resources and programs; broader discussion of University planning, which is good, but not necessarily broader understanding, which is, shall we say, challenging. In general, I see a University that is determined to improve its programs within the traditional land-grant mission. That's why I came back, and that's why I'm excited about getting on with the job.

I need your help. If you are reassured about the course we are on now, tell your legislators. Legislators are giving me a fair hearing, but just as I needed the hard evidence to back up my beliefs, our supporters in the legislature absolutely must be assured that their constituents want them to support the University. Help me send them that message.

By Nils Hasselmo

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University of Minnesota Lamp

*"The torch of knowledge ...
the light of friendship ..."*

The University of Minnesota Lamp is a special opportunity to show your pride in the University. In your home or office, its traditional design bespeaks the highest standards of quality.

The Lamp will symbolize for generations to come your lasting commitment to the pursuit of knowledge and to the glory that is the University of Minnesota.

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Lasting Quality

The University of Minnesota Lamp has been designed and created to last for generations as a legacy of quality:

- All of the solid brass parts shine with a hand-polished, mirror finish, clear lacquered for lasting beauty.
- The seal of the University is hand printed prominently in gold on each opposite viewing side of the 14" diameter black shade.
- The traditional pull chain hangs just above the font for easy access while denoting the lamp's classic character.
- The solid brass parts make this lamp heavy (three pounds), and its 22" height provides just the right look on an executive desk, den end table or foyer credenza.

A Personal Statement

Each time that you use the Lamp you will be reminded of your days at the Minnesota—Maroon and Gold football weekends, "burning the midnight oil" for exams, and building friendships that will never dwindle. At one glance your friends will know that you attended this great university.

The University of Minnesota Lamp makes a personal statement about your insistence on quality. Before assembling each lamp, skilled American craftsmen hand polish the parts while carefully examining each piece—and selecting only the best. After being assembled, each lamp is tested and inspected to ensure its lasting quality and beauty.

All of the parts were selected by the



*Show your pride in the University, in your home or office.
Solid brass; 22" tall.*

Royal Windyne craftsmen to provide just the right look. You will admire its beautiful design, but at the same time appreciate its traditional and simple features. This is a custom-built lamp that will enhance any



decor in which it is placed, from Chippendale to Contemporary, with a style lasting forever.

Excellent Value

Other solid brass lamps of this size and quality regularly sell in custom brass shops for \$175 to \$250. But as you are able to buy

this directly from the maker, you can own this show-piece for significantly less. The University of Minnesota Lamp is a value that makes sense.

Personalized

To make this lamp even more special to you or the gift recipient, you can have it personalized with your name, initials, degree/year, etc., recorded now and for generations to come, hand lettered in gold directly underneath the seal on the shade.

How to Reserve; Satisfaction Guaranteed

The University of Minnesota Lamp is available directly by using the reservation form below. For prompt, personal service, telephone orders (credit card) may be placed by calling toll free, (800) 336-4678. Satisfaction is fully guaranteed, or you may return it for refund anytime within one month.

If you are a graduate of the University, or if you are reserving for a friend or relative who is, this lamp will be a source of pride for years to come.

This is the original University Lamp. Beware of imitations; accept no substitute. Working from our Federal Period mansion in Richmond, Virginia (a Registered National Historic Landmark, built in 1817), we proudly handcraft furnishing for some of the finest homes, museums, colleges, universities—and even the palace of a Royal Family (hence the name, "Royal"). Insist on the Royal Windyne Limited name, because at a certain level of refinement, compromise is unacceptable.

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Satisfaction Guaranteed or Return in 30 Days for Full Refund.

To: Royal Windyne Limited
1142 West Grace Street Dept. W4
Richmond, Virginia 23220
Telephone: (804) 358-1899
TOLL FREE: (800) 336-4678

Yes, I wish to reserve _____ University of Michigan Lamps crafted of solid brass and bearing the official seal of the University. Satisfaction guaranteed.

I enclosed \$139, plus \$3 shipping, each as payment in full.

Please personalize my lamp. My written inscription is enclosed on a separate sheet (two possible lines; 20 characters and spaces available each line). I have added \$20 for this.

Check or money order enclosed for \$ _____

Charge to: VISA MasterCard Am. Express

Account No.: _____ Exp: _____

Signature: _____

Name: _____

Address: _____

For Virginia deliveries, please add \$6.26 tax for lamp, or \$7.16 if personalization requested.



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