

THE MAGAZINE OF THE UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

MINNESOTA

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A Behind-the-Scenes Portrait



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COVER: Photograph by Judy Olausen

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I N F O C U S

2001: A Strategic Odyssey

THE UNIVERSITY OF MINNESOTA Foundation (UMF) recently conducted a survey of donors who had given between \$1,000 and more than \$1 million to the University of Minnesota. The survey measured, among other things, donors' perceptions of the University and their satisfaction with information they receive about the "U." Of the 3,290 donors who were contacted, 1,010 responded to the poll.

When they were asked which source of information was most valuable to them, 40 percent of the donors chose *Minnesota*. The magazine ranked above all other sources and was chosen two to one over the public media.

Because less than 30 percent of the University's funding comes from state support, donors play a major role, providing the margin of excellence when other funds simply are not available. In fact, because of its generous donors, the University ranked number two in private giving to public institutions of higher education in 1992—number seven when public and private institutions are both considered.

While it's an honor for *Minnesota* to be selected as a valuable source of information, donors have high expectations. They said they want more information on academic programs and the direction the institution is taking. Other groups and other surveys have come to similar conclusions, and we learned during the Easteliff controversy that the public thinks that withholding bad news is worse than uncovering problems.

With this issue, we continue our commitment to providing inside informa-

tion and perspective on where the University is going and how it is getting there.

In 2001, seven short years away, the University of Minnesota celebrates its 150th birthday. The journey to that milestone began last fall as University President Nils Hasselmo introduced University 2000, a strategic vision for the University in the 21st century. We assigned associate editor Teresa Scalzo to write the story, which could be described as chapter one of what will turn out to be a very long and changing book.

Never before has the University turned to so many of its shareholders for their guidance and ideas for change. President Hasselmo, University administrators, and regents have met or are scheduled to meet with more than 50 groups of Minnesotans—the University of Minnesota Alumni Association; the UMF; faculty; students; campus and collegiate groups; and community, education, and service groups around the state. By the time you read this, the conclusions from those meetings will have been drawn and incorporated into U2000; a mission statement and plan that includes strategic directions and financial implications will have been presented to the Board of Regents.

The University's story of change is a continuing one, and sometimes it's difficult for a bimonthly magazine to stay ahead of it. If we are to know where we are, however, it is always important to know how we got there and where we have been. And that we promise to continue to tell you.

—Jean Marie Hamilton

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C O N T R I B U T O R S

FRAMED

Karin Winegar is a feature writer for the Twin Cities *Star Tribune*. She has written for numerous publications, including *Lear's*, *Glamour*, the *Wall Street Journal*, and the *Washington Post*.

U2000: A WORK IN PROGRESS

Minnesota's associate editor, Teresa Scalzo, graduated summa cum laude from the School of Journalism and Mass Communication in 1990. She also edited *Class Notes* and *Campus Digest* in this issue.

GEOMETRY IN FOUR PARTS

A research assistant in the Department of Astronomy at the University of Minnesota, Adam Frank has written for *Discover* and *Exploratorium* magazines and several scholarly journals. He is also a researcher for the University's Supercomputer Institute.

READ THIS IF YOU HAVE TO

DOUBLE YOUR KIDS' COLLEGE MONEY

Dan Wascoe Jr., '67, is a columnist and consumer affairs reporter for the Twin Cities *Star Tribune*.

PLAYING WITH DESTINY

Brian Osberg, '73, '86, is *Minnesota's* sports columnist.

CAMPUS DIGEST

Formerly *Minnesota's* editorial intern, Faith McGown is a freelance writer based in St. Louis Park, Minnesota. *Minnesota's* editorial assistant, Kristie McPhail, is a senior in the School of Journalism and Mass Communication. She plans to apply to Graduate School at the University after she completes her undergraduate degree this spring.

IN BRIEF

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

PHOTOGRAPHY

Judy Olausen, '67, is an award-winning Twin Cities photographer whose work has appeared in numerous publications, including *Time*, *Fortune*, *Ms.*, and *Life*. Twin Cities photographer Dan Vogel specializes in product, industry, and portrait photography. Florida-based photographer Bud Lee started as a military photographer in 1966, became a photo-journalist at *Life* in 1967, spent six years at *Esquire*, and has freelanced for *Vanity Fair*, *Rolling Stone*, and *Vogue*. Wendell Vandersluis is senior photographer for men's intercollegiate athletics at the University. Bill Eilers, a graduate student in the School of Journalism and Mass Communication, is *Minnesota's* staff photographer. He is currently working on his master's thesis, which examines the effects of television on nursing home residents.

ILLUSTRATION

John Hersey is a San Francisco illustrator whose work has appeared in *Macworld* and *Aldus* magazines. Linda Frichtel is a Minneapolis illustrator who has won several awards for her work.



Karin Winegar



Teresa Scalzo



Dan Wascoe Jr.



Brian Osberg



Kristie McPhail



Maureen Smith



Bud Lee

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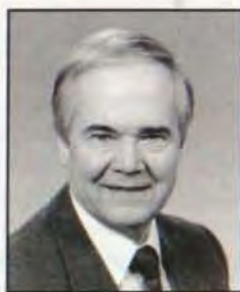
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Dave Roland '92
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Yechiel Shulman, Sc.D.
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CAMPUS • DIGEST

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research, promotions, program developments, faculty honors*

Edited by Teresa Scalzo and Kristie McPhail

▶ LICENSE AND ROYALTY



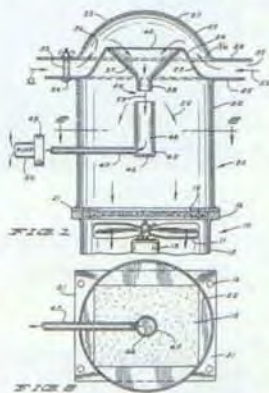
As new technology is developed by its researchers, the University seeks to acquire patent protection and license the rights to commercial uses. Royalties from the resulting products help pay for further research. Examples include a physical therapy vest for people with cystic fibrosis and a digitization process applied to free-way videotape monitors for more accurate traffic reports. Following is a small sample of technologies now available for licensing from the University.

Compression-drying of biomass materials—A method to improve the efficiency of dehydrating freshly cut wood chips for use as fuel, resulting in reduced energy expenditure in the drying process. Inventor: John Haygreen, forest products.

Hardwood veneer flooring—An inexpensive, high-quality composite flooring system that is easy to install; a flake-board core and medium-density overlays act as moisture barriers. Inventor: Kenneth Roos, Natural Resources Research Institute, University of Minnesota, Duluth.

Immunodominant acetylcholine receptor peptides—Research has shown that these peptides each can stimulate the proliferation of anti-AChR T-helper cell lines derived from patients with myasthenia gravis (MG), but not those from other subjects. The invention may be useful in developing therapies for MG. Inventor: Bianca Conti-Tronconi, biochemistry.

System for airborne particle measurement in a vacuum—Apparatus, pictured below, to obtain accurate data on airborne particles in a gas



under vacuum, using a process chamber that can undergo a very strong vacuum. Particles such as those deposited on semiconductor chips can be measured as small as .01 micron and in chambers under from 1 atmosphere to approximately 0.001 atmosphere. Inventor: Benjamin Liu, mechanical engineering.

Diamond-coated products and method of preparation—

Wear resistance of plasma diamond coatings has been improved by adding metal or alloy binder after diamond deposition. Process increases the fracture and chipping resistance of diamond coatings for abrasion and wear applications. Inventors: Emil Pfender and colleagues, mechanical engineering.

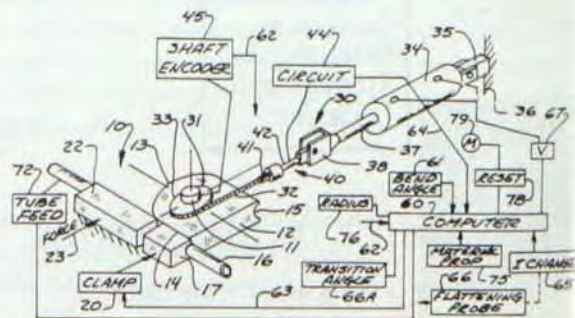
Process of and apparatus for extruding a reactive polymer mixture—An extrusion die for producing polymers in the form of flat sheets or films from premixed reactive precursor compounds and for deposit on a substrate. Inventor: Chris Macosko, chemical engineering and materials science.

Improved hypercube topology for multiprocessor computer systems—A hypercube system modified by adding communication links between the most distant nodes of a classic hypercube topology. The extra links connect a node to another node in the topology to achieve the greatest number of nodal hops over the shortest path. The system makes a techno-

logical tradeoff to reduce the diameter of a classic hypercube at the cost of incrementally increasing the number of input/output ports at each node allowing for a great gain in performance of massively parallel computing systems. Inventor: David Du, computer science.

Improved oil-well pumping mechanism—A mechanism that provides straight-line, reciprocating motion from a rotary input that makes pumping oil or water possible without the massive, above-ground horsehead cam and cable used by conventional wells. Inventors: Kevin Mangle, graduate student, and Arthur Erdman, mechanical engineering.

Closed-loop control system for precision bending operations—An on-line apparatus and method for tube-bending processes that require multiple bends precisely and automatically with spring-back compensation, pictured below. Currently in use by industry. Inventor: Kim Stelson, mechanical engineering.



Minnesota recently talked with the three new University of Minnesota Regents' Professors.



Willard Hartup,

**Regents' Professor of
Child Development**

Having earned degrees in psychology and educational psychology from Ohio State University and a doctorate from Harvard University, Hartup began his career at the University of Minnesota in 1963. He has received the G. Stanley Hall Award for Distinguished Contributions to Psychology and the Evelyn House Award for Contributions to the Lives of Young Children.

Hartup is best known for his work on children's peer relations, which has revealed that children's relationships with one another are among the strongest predictors of mental health later in life.

Minnesota: What will be the next big breakthrough in child development?

Hartup: Breakthroughs are likely to occur in two areas: a better understanding of the mechanisms by which close interpersonal relationships affect development and the social transactions through which the genetic code affects social behavior.

Minnesota: From now until the year 2000, what will most affect your job?

Hartup: Unquestionably, the conditions that will most affect my job are the conditions affecting everyone in higher education—the necessity to downsize the academic establishment without sacri-

ficing contributions to students and society. These reductions are wrenching and in many instances are being made too abruptly and too arbitrarily. Somehow it seems necessary for the media to bash the academic establishment constantly, as if it were the only way to bring about support for restructuring the academy. Maintaining morale under these circumstances is far from easy.

Minnesota: What do you hope to accomplish as a Regents' Professor?

Hartup: One can certainly expect to do more teaching in the near future [as a result of budget constraints], while working more hours to obtain funding for research—in other words, do more for less. Since I've always prided myself on being cost-efficient in teaching and research, I'm confident of being able to find ways to do things cheaply once again, just like we did when I first became a professor.



Ronald Phillips,

**Regents' Professor of
Agronomy and Plant Genetics**

Phillips earned bachelor's and master's degrees from Purdue University, and a Ph.D. in genetics from the University of Minnesota in 1961. Following postdoctoral study at Cornell University, he joined the Minnesota faculty in 1967. In 1991 he became the first Department of Agrono-

my and Plant Genetics faculty member to be elected to the National Academy of Sciences. Other honors include the 1993 Distinguished Agricultural Alumni Award from Purdue, the 1985 Northrup King Outstanding Faculty Award, and the 1988 Crop Science Research Award.

Phillips specializes in plant genetics and applications to plant improvement. He has been recognized for his work in cytogenetics, the study of the relationship between the inheritance of traits and the behavior of chromosomes. His induction to the National Academy of Sciences cited his coupling of the techniques of classical cytogenetics with research advances in tissue culture and molecular biology of cereal crops to improve these species by innovative methods. Technology developed by Phillips has enabled genetic engineering of cereal crops around the world.

Minnesota: What will be the next big breakthrough in agronomy and plant genetics?

Phillips: The ability to modify plants by molecular techniques in a routine manner. The understanding of what controls the development of plants and how they interact with the physical and biological environment will allow the generation of improved types of plants useful for a variety of purposes.

Minnesota: From now until the year 2000, what will most affect your job?

Phillips: The excitement of what is going on in my field and its application to agriculture is unprecedented. I hope the next decade will allow us to take advantage of this explosion of knowledge and potential applications. The

university is where the advances will be made, and I only hope that the investment in such research and teaching activities will continue to be a high priority.

Minnesota: What do you hope to accomplish as a Regents' Professor?

Phillips: I plan to continue applying the new biology to agriculturally important objectives and interacting with students in this exciting area. Perhaps this wonderful recognition of my life's work at the University of Minnesota will provide more opportunities to inform others of the excellent work in agriculture at the University.



Benjamin Liu, Regents' Professor of Mechanical Engineering

Liu came to the University of Minnesota as a graduate student in 1956 after earning an undergraduate degree in mechanical engineering from the University of Nebraska, and he joined the faculty in 1960. Liu specializes in the study of small particles in air and liquids and is noted for his research in aerosol science and particle technology—the study of submicroscopic particles. Liu's research plays an important role in air pollution control and contaminant-free manufacturing of computer chips, advanced engineering materials, and pharmaceutical products. Liu currently serves

as a member of the Clean Air Science Advisory Committee of the U.S. Environmental Protection Agency and the Board of Scientific Counselors of the National Institute of Occupational Safety and Health. He is an editor of *Aerosol Science and Technology*.

Liu has received the Senior U.S. Scientist Award from the Alexander Humboldt Foundation of West Germany, an honorary doctorate from the University of Kupio in Finland, and a Distinguished Alumni Professorship Award from the University of Minnesota.

Minnesota: What will be the next big breakthrough in mechanical engineering?

Liu: The advances in my field will not depend on a single major breakthrough, but will involve continued application of basic aerosol science and particle technology to industrial processes to develop and make more advanced engineering products. This will make the industry more efficient and make products that are more environmentally friendly and energy conserving.

Minnesota: From now until the year 2000, what will most

affect your job and the field of mechanical engineering?

Liu: Funding and support for my field, and for higher education in the United States in general, will be a major issue. The availability of high-quality students interested in advanced study and training in science and engineering will also be important. Without them, our competitive position [with other countries] will be eroded. It is important that we encourage American students' interest in science and engineering so that we can continue our technological

leadership in the world.

Minnesota: What do you hope to accomplish as a Regents' Professor?

Liu: My goal as a Regents' Professor is no different from my goal as a professor: to do the best job I can as a teacher to train a new generation of scientists and engineers who are the best our system can offer and to do high-quality research that contributes to the advances in science and engineering and maintaining the technological leadership of the United States in the world.

EDITORS' PICKS

Two exciting exhibits are on deck at the now student-run **Katherine E. Nash Gallery**, located on the lower concourse of Willey Hall. First is the "Affiliate Faculty Exhibition," January 11 through February 4, featuring the work of nontenured faculty. "They are a vital part of our faculty because they fill the gaps," says Colleen Mullins, managing director of the gallery. "They teach extension classes and extra classes. This is a great



Monotypes
by Jon Neuse:
The Commission,
above; *Daddy*
Triptych 2286:
Three Things
with Handles,
at right.



opportunity for the gallery to showcase the work of [these] young, vibrant members of the art community." "Art Behind Bars," February 8-25, will present the work of inmates from the seven Minnesota correctional facilities that have art programs. A satellite link with one of the prisons will allow for a "gallery talk" with some of the artists. For information, call 612-624-7530.

The second annual **Women's Health Fair**, "Risk and Resiliency: A Health Fair and Conference on Women's Well Being," is

scheduled for January 25 and 26 at Coffman Memorial Union. The program focuses on behavior and lifestyle choices women can make to enhance their lives. Keynote speakers are Deborah Prothrow-Stith, assistant dean of the Harvard School of Public Health and author of *Deadly Consequences: How Violence Is Destroying Teenagers*, and Minnesota explorer and educator Ann Bancroft. Workshops and discussions by leaders in the health field and exhibitors from many community organizations and University units will be featured. All events are free. For information, call Buffie Shannon at 612-624-2965 or Lynda Johnson at 612-625-6800.

GOPHER FACT FILE: CRIME ON CAMPUS

The University of Minnesota police department is responsible for law enforcement, security, and emergency responses on the Twin Cities campus. The department has a staff of 40 full-time, fully empowered police officers who have access to national crime databases and work closely with federal, state, and local law enforcement agencies. Officers are on duty 24 hours a day, seven days a week year-round.

	1990	1991	1992
Total number of crimes reported	2,310	2,356	2,098
Total number of arrests	427	376	357
Violent crimes reported			
Murder	0	0	0
Sex offenses (forcible and nonforcible)	18	18	7
Robbery	5	6	3
Aggravated assault	4	10	13
Nonviolent crimes reported			
Burglary	120	117	84
Motor vehicle theft	2	7	16
Violations			
Of the total number of arrests, secondary charges were filed as follows:			
Liquor law violation	n/a	195	124
Drug abuse violation	n/a	15	17
Weapons possession	n/a	1	5

SOURCE: Department of Police, University of Minnesota, Twin Cities campus

We asked students on the Twin Cities campus what they would concentrate their efforts on if they could be a legislator for one day.



Kuon Waldauer,
senior majoring in French.
Hometown: Minneapolis

I would concentrate on education. We need to pay teachers a little more so that we can keep the good teachers around.



Karyn Koenig,
sophomore majoring
in business and finance.
Hometown: St. Louis Park,
Minnesota

Changing the color of money. We are the only country that doesn't do this. Most countries change the color once a year so that all of the drug dealers holding lots of money can't launder it. The government would say, "Okay, ten days from now turn in all of your green money and we'll exchange it for the [new] orange money." Bush tried it. It got shot down by the bankers.



Shawn Eriean,
junior majoring
in aerospace engineering.
Hometown: Minneapolis

Everyone deserves some type of health insurance. I would lower health care costs, [improve] access to hospitals, and have more hospitals. There don't seem to be too many around. I would also have better trained nurses who would earn more money.



Katie Trent,
adult special student.
Hometown: Chanhassen,
Minnesota

I would focus on health care. I haven't really kept up with Clinton's health plan, but I'm interested to see how it turns out.



Rachelle Menanteau,
senior majoring in biology
and physiology.
Hometown: Roseville,
Minnesota

I would put money in education, but I would start with the earlier education years. The money would be directed toward classes in language, cultural studies, and [sex] education.



Edwin Vaye,
freshman majoring
in economics.
Hometown: Minneapolis

I would direct money toward the inner city. Legislators seem to forget about the inner city and only concentrate on the suburbs.



Sonya Lewis,
sophomore majoring
in business.
Hometown: Minneapolis

I would definitely put money into education for inner-city [students]. Most of the money is funneled out from inner-city areas that need it the most into wealthier, suburban schools.



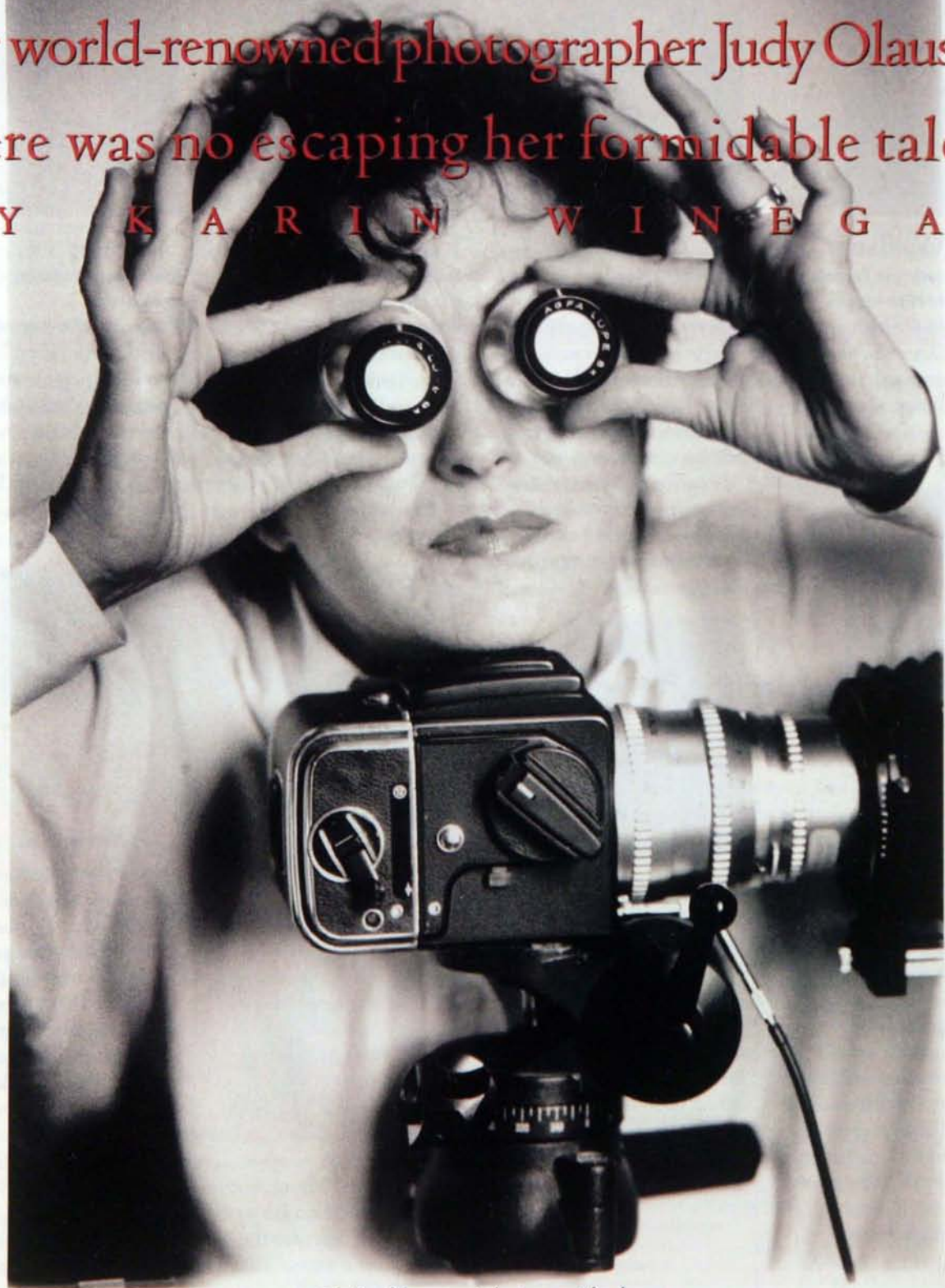
Niny Bouphasavanh,
junior majoring in fine arts.
Hometown: Shoreview,
Minnesota

I would focus on helping low-income students finish college. Also, I would improve the classroom settings. I would put the money from building buildings like the art museum into [improving] classroom education.

FRAMED

For world-renowned photographer Judy Olausen, there was no escaping her formidable talent

BY KARIN WINEGAR



*Judy Olausen photographed
by Frank, the Federal Express man*

Clickclick: The camera captures Judy Olausen at six or seven in a formal class photo—dark, shy fox-cub eyes, a gentle sideways glance, tousled hair. ■ **Clickclick:** A blurry black and white shows Olausen in her teens in the Wayzata sunlight cuddling her horse, McGee, a Thoroughbred jumper her dad wangled from the Pillsburys. McGee once nearly killed her, tearing off across Highway 12. ■ **Clickclick:** Here's Olausen at eighteen, off to the prom resplendent in white tulle with heart-stoppingly innocent face and the virginal smile of a Breck shampoo girl, on the arm of a boyfriend in nerdy buzz cut and glasses. ■ Then Judy Olausen begins to move *behind* the camera. ■ In a rough glossy print, Olausen the college girl heads for a costume party, pigtails gleaming under a fedora with a PRESS card tucked in the band, a stuffed parrot perched on her camera. In a practice shot for one of her University of Minnesota photojournalism classmates, Olausen poses as "Barbarella," pale and brooding in suede hot pants, knee-high white go-go boots, a Hasselblad on her hip.

Now a world-renowned professional photographer, Judy Olausen (pronounced oh-law-sen) uses light and gravity to imbue her famous subjects with simplicity and her commonplace subjects with greatness. Her most recent and perhaps most public photographs are her "mother series"—in which she variously dresses her mother, Vivian, as angel, road kill, the Virgin Mary, Cinderella on washday, a Playboy bunny, and a coffee table. Connie Chung's "Eye to Eye" ran fifteen minutes on CBS last fall on Olausen and the making of the series. A second segment is scheduled for Mother's Day.

Much of her work is portraits: Laurie Anderson (avant-garde musician); Charles (architect/designer) and Ray (designer) Eames; various Dayton's (department store heirs) and their offspring; Twin Cities businessmen Irwin Jacobs, Curt Carlson (Radisson), and William Norris (Control Data); Max Kampelman (former chief U.S. arms negotiator); the CEOs of First Bank, Norwest, 3M, Pillsbury, and other corporate powers. And she has a steady clientele for annual reports—the May Company, Lord and Taylor, Weber Grills, Piper Jaffray.

Author (*How to Swim with the Sharks*) and business entrepreneur Harvey B. Mackay chose Olausen to shoot him for his book jackets and her photos now grace 7 million copies in 80 countries. Mackay, who has known her for more than a decade, says of Olausen that she is "extraordinarily creative, nothing she does is ho hum or boring—it

always has a twist. She won't do anything conventional. She pays fanatical attention to detail, right down to the clothespin she pulled out and clamped on my shirt to make it fit better in one shot. She's focused, she gives her work a lot of thought; it doesn't just happen, she prepares. I have a very difficult time fake-smiling on command for photos, but Judy is a storyteller—she makes me laugh."

Olausen, 49, lives and works in the Minneapolis warehouse district in a brick three-story 1877 railroad hotel she restored, taking it from floorless wreck to the winners' issue of *Metropolitan Home* magazine. She shares the spacious former hotel with her husband of nine years, Brian Sundstrom, a regional postal service manager who also manages her business.

"Come in, come in, but oh don't look at me, I'm having a bad hair day . . ." Olausen speaks in a lively, comic mixture

of run-on sentences and italics.



of run-on sentences and italics. Inside the building, shuttered against the noise of Washington Avenue, are her studio, a library, a vast white kitchen and living area, and treasures including her collection of strange medical devices and another of exquisite miniatures—a fairy-scale Windsor chair and marquetry chess table, a dime-sized teddy bear, a minute four-by-five-inch bellows camera that actually works. In one corner is a chair with gilt bat wings and a needle-point seat: a squashed cat designed by a friend, artist Alex Boies. Next to it is what Olausen calls "my seductorium!"—a purple plush love seat she found at a rummage sale and piled high with red satin lip-shaped pillows.

She describes her childhood as idyllic: "You could run free, climb apple trees, play games, make dirt pies, adventure in the woods, [play] football with the boys. I was a tomboy and played with the boys until I got breasts. Then I remember my mother yelling out the window, 'You get in here and put a bra on!'"

Olausen left the Minneapolis lake suburb of Wayzata for the University of Minnesota in 1963 with plans to be an architect. "My parents wanted me to be a secretary just until I snagged that husband—a meal ticket—they called him, but no way. I felt that was a death sentence."

When she graduated in 1967, she had a B.A. degree in general arts and a B.S. degree in photojournalism. "I was saved by the U of M,



Harvey B. Mackay



*Chuck Close, above,
Robert Rauschenberg, at left*



Audrey Flack



"Judy took on a story on drugs and LSD that among other things meant a wild ride with addicts," Schuneman recalls. "And her photos were mind-blowing—so insightful and advanced for their time. I was concerned about the risks she took and the demands on her ingenuity, but she pulled it off. She overcomes all the odds and out of it comes a brilliant piece of work."

"Not only are her photographs insightful and imaginative, so are many things she does in life: Purchasing a dilapidated building took an incredible amount of energy and risk-taking entrepreneurship. She'll tell you, 'I don't do things very well, I don't know what I'm doing,' and then pull off things like that."

"The mother project is somewhat bizarre, but no more so than things that [photographers] Robert Mapplethorpe and Diane Arbus did. She has an absolute commitment to her art and her ideas. Judy's work ranks creatively in the very top group of artists and photographers in the twentieth century."

Even so, her parents weren't so keen about photography.

"My parents discouraged it," she says. "They wanted me to get married, have kids, be happy. And I was so afraid of doing that, because I knew there was a lot more than my mother's life—that just wasn't interesting enough."

Through Schuneman, Olausen landed a job teaching photography at St. Cloud State University in 1968. She rented a room in a morgue with a noisy, nymphomaniac, drunken neighbor and "a guy in a sweat-stained shirt who worked there, chomping on a cigar and always saying, 'Look at this fat one I got today!'"

"It was so depressing—I was too young and the place was old and drafty, with creaky stairs and hairballs and garbage drizzling down the stairs," she recalls. "It was great money and I learned a lot, but I was away from the city and wanted to be in the thick of things."

After St. Cloud, she turned down a job with *Better Homes and Gardens* magazine ("Des Moines? What a trap!") and, in a fit of shyness and self-doubt, declined what she most wanted—an offer of a photojournalism job at the *Minneapolis Tribune*.

because I was a complete blob and I didn't know what I was doing, where I was going," she says. "I didn't even know about sending thank you notes to people. I was like a little wild animal. And at the 'U,' I had a fabulous education."

She stumbled into a photography course in her junior year when an architecture class she wanted was full. It was, says Olausen, an eye-opener. "I lucked out into the heyday of the photojournalism department with Dr. Smitty [R. Smith] Schuneman, one of the finest teachers in the country," she recalls. "And after a few classes, he said, 'You're really good. You should do this for a living.' So I said, 'Oh. OK.'"

It was obvious from the beginning that Olausen had a significant visual and creative talent, says Schuneman, who left the University in 1976 to found the Media Loft in Minneapolis and is now a producer of sales meetings and corporate communications. He praises her ideas and the way she structured her images and solved problem assignments with visual and intellectual sophistication.

"She overcomes all the odds and out of it comes a brilliant piece of work."



*Colleen Needles
with her son, Tommy*

"When I remember that, it's the most painful thing in my life. I was so stupid!" Olausen wails. "They tried me out for *Picture* magazine and . . . asked me to join the staff, and I said no. About a year later I woke up and said, 'Ohmygod, what have I done?'"

Instead, she found herself in 1970 working in the *Tribune's* promotional department shooting annual reports, ads, and some "fun" portraits of local celebrities: restaurateur Mama D, Minneapolis police chief Tony Bouza, theater impresario Dudley Riggs, Minneapolis mayor Don Fraser, and Minnesota governors Wendell Ander-

son and Rudy Perpich. It was "massively unchallenging" she says now.

She consorted herself freelancing and working during her vacations. In the Seychelles, she got lost in the jungle while she was shooting the giant pods of the coco demer trees, which procreate by banging together in high winds. In Lightning Ridge, Australia, she poked around in rare black opal mines ("just like the old West, all dusty ramshackle buildings and Japanese opal buyers with huge wads of cash and a gun"). In Tasmania, Olausen

went in search of the elusive Tasmanian devil and a penal colony. In Czechoslovakia, she was dragged off by the KGB while she was photographing trees ("they found that suspicious"). In Brazil, her clothes mildewed as she photographed monkeys and collected insects. In Ireland, she created portraits of centenarians and the last survivor of the *Titanic*. And in Italy, she attended Giulano Bugialli's cooking school, "stirring pots and flipping rabbits over with their eyeballs in and trying to take pictures and make a meal for twenty every day."

She dashed around the United States to shoot artists and art collectors, includ-



Paul Mellon

Claes Oldenburg

ing Frederick R. Weisman, benefactor of the University of Minnesota's new art museum, and Stanley Marsh III, best known for planting Cadillacs nose down on his Texas estate.

In 1978, she took an eight-month leave of absence from the *Tribune* and moved to Manhattan to photograph artists, critics, collectors, and museum dealers: Frank Stella, Claes Oldenburg, Andy Warhol, Paul Mellon, Robert Rauschenberg, and *Vogue* critic Barbara Rose.

"My hero, Richard Avedon, I kiss his feet, that's what inspired me," she says of the photographer known for his portraits of famous people. "To me, the project was so thrilling! And I thought everybody worked all the time, so I called Barbara Rose up on a Sunday, and she blew up at me for calling on the weekend. I was so devastated I never talked to her again."

When Olausen approached a publisher, she was turned down. She put the project in a box and locked it away—"because I didn't know how life worked," she explains. "I said, 'Well, if they don't want it, it must be bad.' I got the wrong

"She's very generous in spirit and that comes through in the photos."

advice. My mother said work hard and everything will be fine. Not true."

"The photographs of the artists were especially wonderful," says Lisa Lyons, former Walker Art Center curator who is now director of art programs at Lannan Foundation in Los Angeles. "Judy is able to capture the spirit of the artist and the work in an abstract way within the portrait. For example, when she shot Claes Oldenburg, she evoked his soft sculpture by the way he posed and the way the light fell on his hat. She has worked as a photojournalist, so she is very comfortable



Judy with her mother

In 1981, Olausen was named one of the ten best photographers in the world by Hasselblad camera manufacturer Viktor Hasselblad Aktiebolag—along with the legendary Ansel Adams and portraitist Edward De Croce.

But despite all the praise and commercial success, Olausen is a

nervous and self-doubting spirit, too. "I think it's taken me a long time to grow up," says Olausen. "I can't understand why it's taken so long to really feel like a whole, functioning human being. I really feel that this year, at age

49, I understand people more, can reach out, and I'm not in my little shell.

gram mentoring girls. "I want to work with young women to make sure they don't have to go through those hideous years." Olausen spent eighteen years at the *Tribune*, developing a corporate clientele on the side. In 1988, she resigned to become a full-time freelancer. Now she regrets that she didn't leave earlier. "Mother kept saying, 'The recession is coming and you have a wonderful job, and I remember the Depression,'" she says. "Now I really know you have to follow your bliss or you'll never be happy, never."

She continues to travel: to England to photograph romance novelist Barbara Cartland; to a banquet in Caerphilly Castle, Wales, to snap Prince Charles and Princess Diana; to China to shoot bamboo; to Japan to document the ancient art of papermaking.

Her work and her life demand energy and resourcefulness. For a party, she went Dumpster diving behind a florist shop and covered a banquet table in handpicked moss. She scrounged up half a ton of rags for a portrait of her mother as a scullery maid. She flew to Arizona and rented what she thought was a donkey for the Virgin Mary shot ("It turned out to be a mule and it was tooooooo big!"). For what she calls the "Mom as Stepford wife" shot, she stitched up a feather boa, found a peignoir at a large sizes shop, and located a *Sputnik* lamp at an antique store. "I try to squeeze information into each picture," says Olausen. "And that one little prop has a lot of stories to tell—how innocent we were and how we were so afraid of the Russians."

Kent Kobersteen, associate director of photography at *National Geographic* magazine and former *Tribune* photo editor, has known Olausen for many years. "She is a lot off the wall with an uninhibited quality that makes her work special without being gimmicky," he says. "Being photographed is an unnatural act, and the best photographers develop a

way to get people to forget they are being photographed. She has made an art out of that, and it shows in her work. She has a fine eye and a lot of ambition and an approach that makes it all really come together."

Her trust in herself is improving.

The mother project, says Olausen, "was a culmination of me realizing I have to follow my ideas. I hadn't really paid attention to my own ideas like I should. I get these crazy thoughts, so weird! And I said, 'I'm going to go ahead and do my mother as my next thought,' and I saw my mother as a coffee table. I did it, and it's really honest."

Olausen's inner tempo compels her to work nearly every night and most weekends, breaking only for dinner with her husband at a neighborhood restaurant (she loves food but "my cooking ability has atrophied and dropped off").

"This career has robbed me of my hobbies, it takes so much," says Olausen, who flies 80,000 to 100,000 miles a year on business. "If you want to do photography and do it well and do your personal work, you have to do it all the time. And there's so much I like to do: needlepoint and herb books and tree grafting to see if I could come up with a new apple species. And cooking and land and gardening and platinum printing—there are so many things to look forward to!"



Mother as Coffee Table

working quickly and thinking on her feet, unlike portrait photographers who spend hours and hours on a single image. She is able to work in adverse situations and yet make stunning images."

Olausen, says Lyon, has the ability to make people feel at ease before the camera, then disappear behind the camera. But it isn't ego. "She's very generous in spirit and that comes through in the photos."

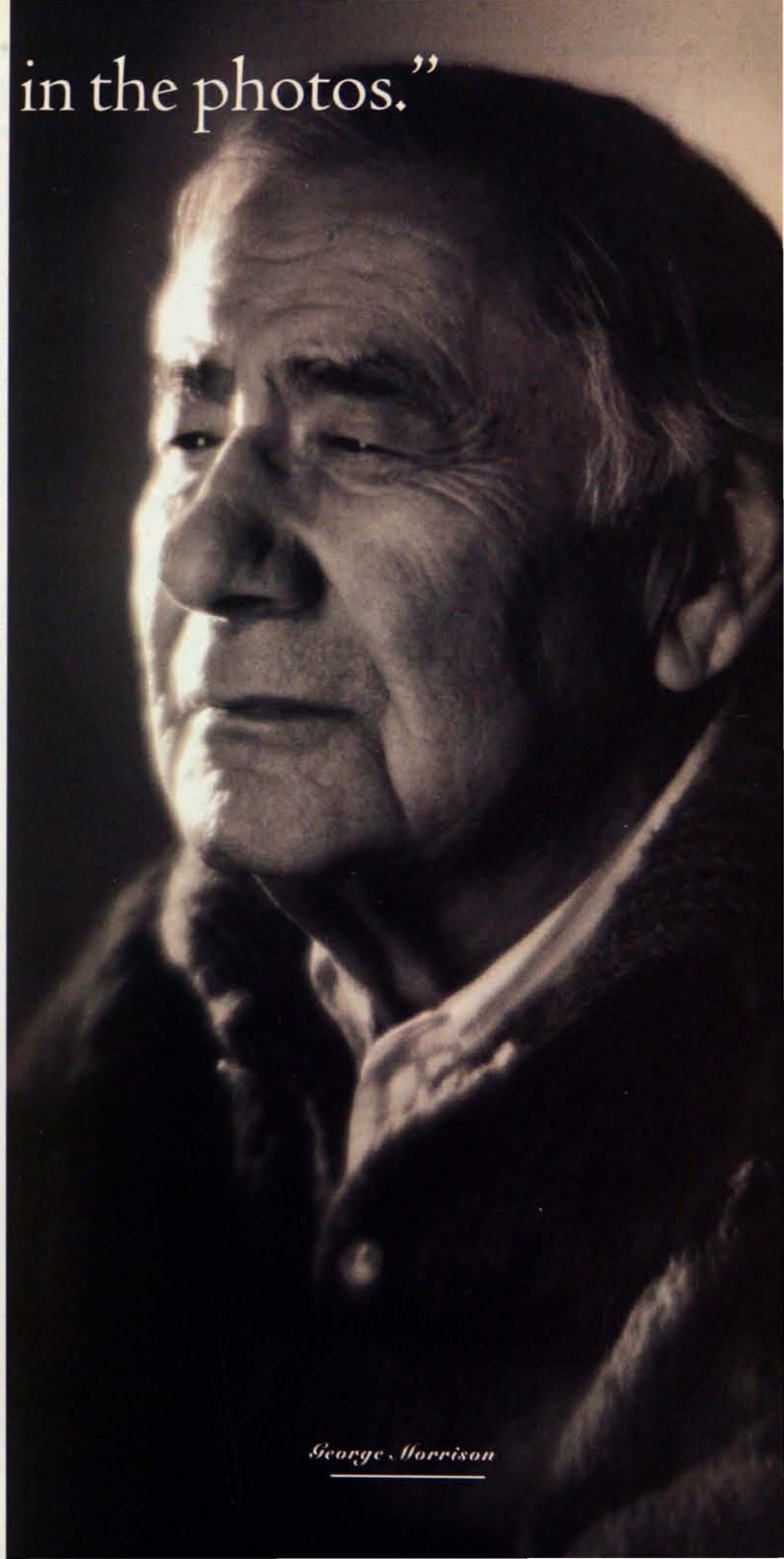
49, I understand people more, can reach out, and I'm not in my little shell.

"I'm jealous of people who have huge moxie and talk, and I wish I could be like that. Brian, my husband, will call up anybody, and I'm always saying, 'Don't call them, what are you doing? Don't.'"

"I needed a mentor. I could have skipped all those years," says Olausen, who has worked with a *Ms.* magazine pro-



Mother at Thanksgiving



George Morrison

T2000

An abstract, colorful illustration by Linda Frici. The composition is dominated by bold, geometric shapes and vibrant colors including red, orange, yellow, green, blue, and black. The style is reminiscent of Cubism or Abstract Expressionism. In the upper portion, the large white letters 'T2000' are superimposed over a red and orange background. Below the title, a white rectangular box with a thin black border contains the subtitle 'A Work in Progress' in a cursive script. The lower half of the image features more complex, layered shapes, including a prominent green and blue form that resembles a stylized profile or a face, and various other angular blocks of color and texture.

A Work in Progress

UNIVERSITY OF MINNESOTA PRESIDENT Nils Hasselmo couldn't have set a better stage for his annual fall State of the University Address. Following a summer of too few sunny days, the sky is a brilliant blue. The leaves on the maples in the courtyard of the Hubert H. Humphrey Center are peaking in full maroon and gold glory. Inside the building, the atrium is awash in sunlight and classical music plays over the speaker system. The mood is almost festive.

"This is a wonderful place," remarks Josie Johnson, associate vice president and associate provost for minority affairs, as she enters the building.

"You have to wear a jacket if you're a member of the University Senate," jokes a well-dressed faculty member to history professor Hy Berman, who is sporting a pullover sweater and gray denim slacks.

But there is evidence of the seriousness of this event as well. Four uniformed University police officers mill about the atrium. Local television crews are setting up camera equipment. Technicians are testing satellite links to the Duluth, Morris, and Crookston campuses, the University Center in Rochester, and the Minnesota Extension Service offices around the state. At 3:45 p.m., a University Relations staff member stares at the nearly empty atrium and says nervously, "Last year we were packed at this time." His worries are for naught. By 4:00, the atrium is crowded and about 100 chairs have to be added to the 300 already in place.

An interesting mix of University faculty, staff, students, alumni, politicians, and businesspeople has assembled to hear Hasselmo speak. Even a bag lady accepts a folding chair from an accommodating staff member and, arranging her bags carefully around her feet, settles in to listen.

Shortly after 4:00 p.m., Hasselmo walks on stage and shakes hands with the regents, staff, and faculty seated there. The audience eyes him expectantly. He is here to explain University 2000: The University of Minnesota for the 21st Century (U2000), a "working hypothesis" that ultimately will become a plan to take the University into the next century.

The pressure on Hasselmo this afternoon is palpable. In the past several years we've seen Commitment to Focus, Access to Excellence, Restructuring and Reallocation, and numerous lesser plans and agendas. And problems at the University persist. People want to know: How

is U2000 different? How will it help the people who work and study at the University? And how will it affect my job/taxes/children?

A former language professor, Hasselmo is a capable orator ("he's no Paul Wellstone," says one state legislator in attendance). Hasselmo's intellect and strong moral character—and accent—play well in Minnesota. He begins his speech today with an Icelandic poem from the 990s that expresses fear of disaster and hope for a better world to come.

The parallels are not lost on this audience. Things have been pretty bleak at the University lately: malfeasance and fraud in the Medical School, salary freezes for two of the past three years, double-digit tuition increases in some colleges, abysmally low graduation rates, a measurable decline in the quality of some degree programs. Morale—especially on the Twin Cities campus—has plummeted.

Fortunately, President Hasselmo has a vision of what the University should be. "The University of Minnesota of the 21st century must be a leading, global academic institution with research and graduate, professional, and undergraduate teaching second to none," he says. "And the University . . . must be a university in the community, sharing its

intellectual resources with the citizens of [Minnesota] through a pervasive outreach philosophy and effective outreach activities."

BRIEFLY, HASSELMO RECOUNTS HIS VISION for each of the University's campuses. He sees Duluth continuing to provide undergraduate and some graduate education and research especially for the northeastern region of Minnesota, but also for the entire state. Morris will continue to develop as a "distinctive, public, small liberal arts college—something other states have tried to achieve, but never with our kind of success." Crookston is in the vanguard of a "unique residential, career-oriented program—a new contribution to Minnesota higher education." The Rochester University Center will continue as a cooperative venture with Winona State University and Rochester Community College. "And the Twin Cities campus will continue to develop as our land-grant research university," says Hasselmo.

The audience watches the president thoughtfully, some people scribbling furiously on notepads. Latecom-

Nils Hasselmo takes his vision for the University in the 21st century to the people— and they respond

By Teresa Scalzo

ers arrive. An administrator tiptoes in on high heels, trying to walk silently on the stone tile floor. Following her, a man holds his jacket pocket so his keys won't jingle. A pony-tailed student carrying a bicycle helmet strides in less respectfully, stomping across the tiles and chewing noisily on a Snickers bar.

Hasselmo continues. Today he will go into particular detail about his vision for the Twin Cities campus. Stated most simply, he envisions the campus "unambiguously and unabashedly [as] a leading, global, research university . . . [that] emphasizes and excels at research, scholarship, and artistic activity—discovery, analysis, understanding . . . the creation of knowledge and know-how, the development of intellectual resources for the state, nation, and world." People are nodding now. This is how they perceive the University, too.

But there's more. "We are a *land-grant* research university," says Hasselmo emphatically. A uniquely American invention, land-grant universities combine research and graduate training with undergraduate education, and they share the results of their research with families, farmers, businesspeople, and other educational institutions. While some American universities struggle to achieve this mix, Minnesota already has it. "We must cherish it, hone it—and bear it as a badge of honor," Hasselmo says enthusiastically. And we must *refine* it.

HASSELMO SEES THREE MAJOR challenges on the Twin Cities campus: building and maintaining quality in academic programs, both in research and in teaching; providing an outstanding educational experience for students—especially undergraduates—not just in content but also in services geared to students' varying needs; and using the University's "unique resources" to provide a new form of directly employment-related education.

"If we tried to address these three problems within our current organization structure, we would just diffuse our strength," says Hasselmo. "Frankly, over the past few decades we have asked our units to be all things to all people, and that has satisfied neither us nor the people we were trying to serve. We have urged departments to adopt practitioner master's programs, to increase their public service, to give more individualized attention to students, and to maintain or enhance research and graduate education, all at a time when we have been cutting back faculty and staff.

"We have run large-scale continuing education programs with many good intentions and many achievements, but also as a somewhat offhand reflection of our

regular curriculum. This has been a missed opportunity. It is time we get really serious about these tasks. It is part of our being a land-grant university. But we cannot do this as long as those tasks are all mixed together and thrust on understaffed departments."

"We are a land-grant research university. We must cherish it, hone it—and bear it as a badge of honor."

Hasselmo is not telling this audience anything it doesn't know already. The statistics are appalling. *U.S. News & World Report* ranked the University 55th in the nation last year. Graduation rates were the lowest in the Big Ten; only 42 percent of freshmen graduate within six years. And the 1992 freshman class had the second-weakest profile of high school rank in the Big Ten.

Fortunately, Hasselmo has a strategic plan to help us out of this mess. "I am proposing a reorganization designed to serve each type of student in ways that are suited to that student's needs," he

says. "The driving concern behind this proposal is to make it possible for our students to succeed. Since we do serve, and must serve, students with different needs, it simply follows that we must have different types of services."

Hasselmo proposes that the University establish a new "educational delivery system" to provide a "service system for students who should have access to the University's programs and courses, but who have special needs." For lack of a better title, he is calling the new entity "University College."

Hasselmo acknowledges that the specifics need more work, but his general idea is that this college will serve: (1) students with heavy off-campus work schedules or family responsibilities that make it impossible for them to attend classes during the day; (2) students from other locations in the state who need access to University courses; (3) students who need to refresh or supplement their high school education before they enter a regular undergraduate program; (4) students who need access to employment-related degree programs "in areas where the University has unique resources" (in cooperation with community and technical colleges); and (5) students who need access to a variety of nondegree programs.

"The purpose is to provide access to the University's educational resources," says Hasselmo, "not to offer less demanding versions of regular degrees."

FOLLOWING A BRIEF QUESTION AND answer period, Hasselmo concludes his address. The applause is polite. Many questions remain. People gather around tables of coffee and cookies to discuss the strengths and weaknesses of U2000. Almost everyone agrees that Hasselmo is wise to begin planning for the University's future. They like his focusing on how best to

serve students. Unequivocally, they see the University of Minnesota as an asset to the state, a benefit to its residents, and an institution worth saving.

Their biggest and most immediate concern is that University College will create two separate entities at the University: one for the smart kids and one for those with special needs, who will be thought of as the "dumb ones."

"We are setting up an us/them dichotomy that does not fit with the Minnesota populace belief that the University is for everyone," says one faculty member.

Minnesota State Senator Larry Pogemiller, DFL-Minneapolis, disagrees: "The emphasis on excellence and high academics is the appropriate one. Minnesota's best people should feel welcome at this institution. [Hasselmo] believes that we need to form the institution around people's lives and be flexible to how they learn at different times in their life. But that does not come at the expense of extremely high academic [standards]. I think the legislature will embrace this concept if the details can be worked out. You don't want to create an institution that provides different levels of degrees. These programs should be the best and they should be rigorous, and [the degrees] should be hard to get."

Representative Phyllis Kahn, DFL-Minneapolis, says charges of elitism miss the point: "If we don't have a strong, high-quality research university in this state, the poor excellent students, the ones who don't have the financial ability to go to Harvard, Yale, Columbia—or even to leave their homes to go to the University of Wisconsin—are the ones who will suffer. The highly elite students—either because they are such high academic or athletic performers that they can get scholarships or because their family incomes afford them to go anywhere—are not going to be bothered by the fact that the University of Minnesota is only a second-rate university."

Jane Phillips, coordinator of instructional labs for the College of Biological Sciences, likes Hasselmo's idea to move the University "into the community, to offer programs outstate, to make more connections within the city. [He] has talked about offering some University courses at community centers and churches in the inner city, which is just a great idea. People are [excited about] making this a much more accessible university, and people are willing to work hard to do it. And most of my colleagues don't think it's going to dilute the research arm of the University."

The *Minnesota Daily*, in an editorial written shortly after Hasselmo's address, raised the specter of diversity: "Some fear that the proposed University College . . . would be a dump for students from poorer high schools—a bone thrown to minority students—while the meat is saved for

scholars who come from wealthier circumstances."

Hasselmo responded that "every program in U2000 must be considered from the point of view of diversity. . . . [Students] of color will make up a larger and larger share of high school graduates in the community we serve. And, as we have listened to employers as part of our planning effort, they have emphasized that we must improve our record as an institution that serves their needs for a diverse workforce."



HE UNIVERSITY'S CIVIL SERVICE STAFF applaud U2000's commitment to making the institution more "user-friendly," but people worry about the number of staff members required for the plan to succeed. "Part of being user-friendly means being accessible," says Mary Easterling, chair of the University's Civil Service Consultative Committee. "When students call an office—for example, admissions or financial aid or Boynton Health

Service—and they have to wait twenty minutes before their phone call is answered, that is perceived as not being very user-friendly. And the reason phone calls are not answered any faster is due directly to staffing. There aren't enough people here to do the jobs required. Staff levels must be increased in order to achieve some of the U2000 goals."

People also approve of the way Hasselmo is presenting U2000 as a "work in progress." He and his administrative team planned to spend several months traveling around Minnesota hosting a series of open forums and brown-bag lunches to discuss U2000 with various constituencies: students, staff and faculty, alumni, businesspeople, politicians, concerned citizens. The "working hypothesis" is evolving constantly into

the mission statement—complete with strategic directions, financial implications, and critical measures—that Hasselmo will present to the Board of Regents in January. Pending regents' approval, Hasselmo will seek funding for the plan at the state legislature, which holds its budget hearings in March. Implementation is expected to take one to two years beginning in fall 1994.

Senator Pogemiller is optimistic about the plan's chances for success: "The legislature is going to have a high comfort level with this plan's balance between access and excellence in education. We're going to reinvigorate the University so that it can be on the cutting edge for the next generation of students. We have to grasp this challenge that President Hasselmo has given us to appropriately define the University and its areas of excellence and invest in them financially." ◀

"The emphasis on excellence and high academics is the appropriate one. Minnesota's best people should feel welcome at this institution."

g e o m e t r y

I N F O U R P A R T S

If you thought you'd never use geometry, take a gander at this

By Adam Frank

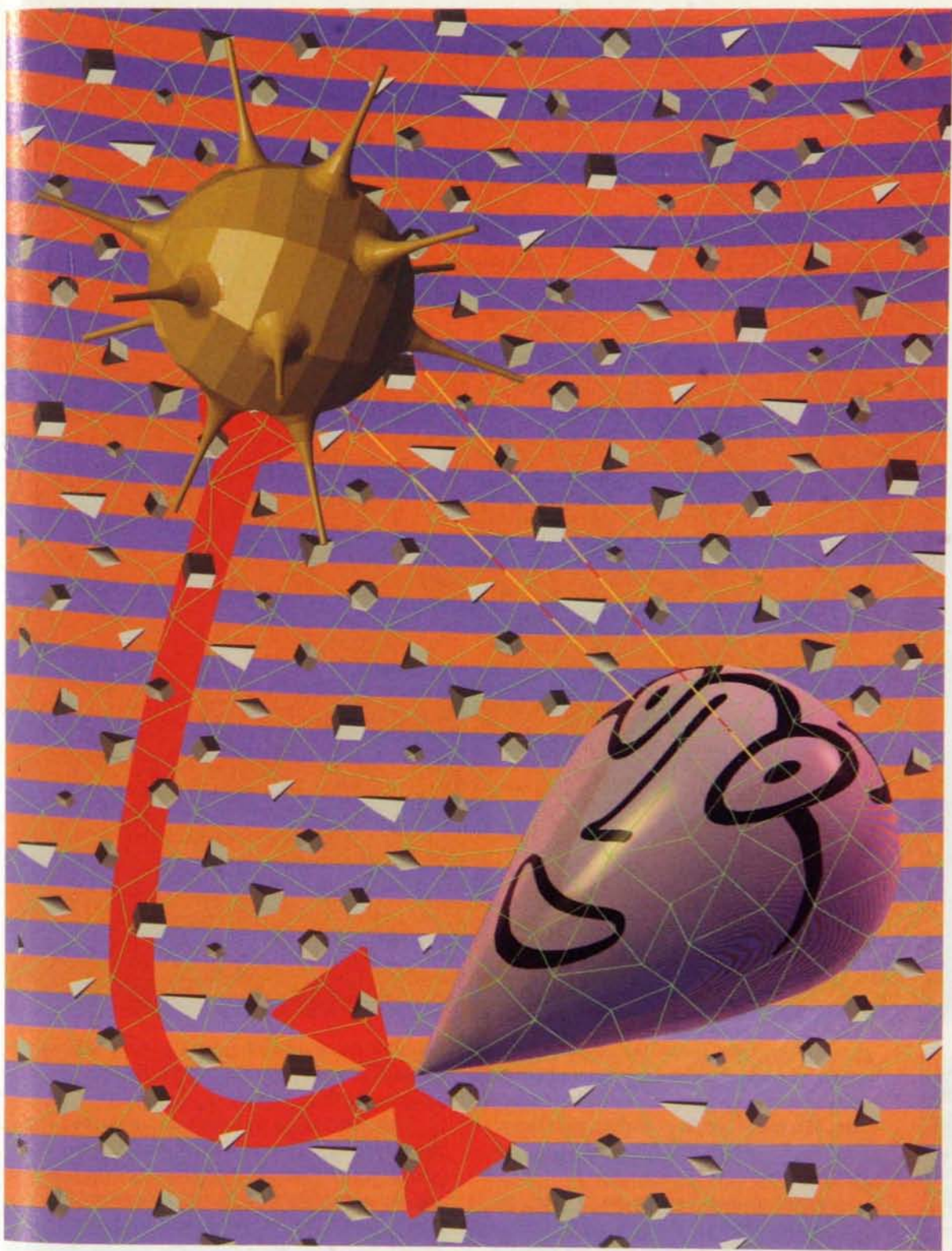
1 **T**HE GEOMETRY CENTER, a National Science Foundation research institute that opened in 1991, grew out of an idea hatched by mathematicians from around the country: Why not use the University of Minnesota's Cray supercomputers to investigate complicated geometrical objects? Why not create an environment where experts in geometry and experts in computer programming and visualization could exchange ideas and work together? ■

It's clear from the start that the Geometry Center is no stuffy research lab. At its entrance is a large and impressive marble sculpture called "The Knotted Wye," representing one of the mathematical objects scholars study at the center. The center walls are adorned with color images of other beautiful and intricate mathematical objects. On an open ring of desks sit high-powered computer graphic workstations. In a room adjoining the open floor are banks of equipment that suggest a TV control room. And almost everywhere, on every desk, next to every computer, are small geometrical sculptures made from interlocking plastic balls, sticks, and squares. Most of the little construction projects are unfinished. They're three-dimensional doodles, mathematical erector sets, a clue to the kind of activity that goes on at the center. Here people use their imaginations, and what they imagine is space.

2 **O**laf Holt thinks a lot about space. But the space he thinks about is the kind that's traditionally been impossible to see. Holt, who recently finished his degree in mathematics at Swarthmore College, works at the University of Minnesota Geometry Center as part of its innovative apprentice program. He is creating a video that will help people understand four-dimensional space.

Perhaps we should backtrack. Remember the triangles, polygons, and dodeca-whatevers you studied in high school? They are simple examples of what a mathematician means by an object. Today geometry is concerned with more complicated objects. Sometimes these objects exist in more than three dimensions. Sometimes the object can be space itself.

Mathematicians have traditionally tried to investi-



gate the objects using proofs and theorems, pencil and paper. It's not easy. The advent of fast computers and sophisticated graphics have added another alternative: Use the computer to calculate the shape of the object, display it with computer-generated graphics and then—just look at it! One million years of evolution have ensured that the human eye and brain are great partners in figuring things out. By just being able to

see the objects they once could only imagine, mathematicians can come up with new patterns, new relationships, and a whole new set of questions. This new alternative, sometimes referred to as "experimental mathematics," opens up new territories for exploration.

Back to Olaf Holt.

Holt will tell you that we "appear" to live in a



Portion of a periodic minimal surface discussed in 1989 by the crystallographers W. Fischer and E. Koch. It is composed of congruent surface patches, here "branched catenoids."

three-dimensional space: We can move forward and back, right and left, up and down. Each pair of directions constitutes a dimension. We spend our lives dealing with three-dimensional objects like buses and dogs and refrigerators.

Mathematicians, being a pretty imaginative bunch, like to think about what objects with any number of dimensions are like. To imagine life in a world with other than three dimensions, it helps to start by thinking about a two-dimensional world, what mathematicians like to call Flatland. Squish the world down to a plane—like this magazine page, for example—and you would get a two-dimensional universe. In Flatland, you can only move forward and back and right and left. The idea of up and down, the third dimension, would not mean anything in your everyday life as a Flatlander. You

couldn't move up and down, or even look up and down. If you were creative enough, though, you could imagine the third dimension.

The same thing can be said about the fourth dimension. We live in a three-dimensional world, and most of us would have difficulty even considering the possibility of a fourth dimension. After up, down, right, left, forward, and back what else is there?

That is the question Holt begins with. "It's really simple," he says. "One of the things about four-dimensional space is that there is just more room. It has been said that you can't visualize a four-dimensional world. Well, I think you can.

"I want to create a tool that will let you navigate in four-dimensional space," says Holt, "as if you were in an airplane, and you could point your nose in a particular direction and go there."



If Holt is successful, he will create a way of seeing what mathematicians have imagined for a long time—another kind of space. While Holt is interested in four-dimensional space for its inherent mathematical attraction, it is worth remembering that Albert Einstein realized over 80 years ago that time could be thought of as a direction. So in Einstein's physics the world really is four-dimensional. Holt's video will allow us to see part of Einstein's universe.

3

Meanwhile, Bill Thurston and other mathematicians are thinking about the three-dimensional world of knots.

Knots may sound mundane, but they are of vital importance in many sciences. In biology, for example,

understanding the twisted strands of DNA, life's basic building blocks, demands an understanding of knots. Ultimately it will fall to mathematicians to provide this knowledge. Mathematicians have found that knots also can be the key to understanding powerful ideas about the different possibilities that even three-dimensional space can hold. To work with these possibilities, it helps to see them. Again, that's where the Geometry Center comes in.

In the 1970s Thurston, now codirector of the Geometry Center, showed that understanding knots as geometrical objects is easier if you change perspective and study instead the space around the knot: To understand a knot, look at what it's not.

Thurston found that when you look at the space around the knot you are led to an intriguing place called Hyperbolic 3-Space. As its name implies,

Doubly connected minimal surface (soap film) bounded by two linked tori. The mathematical existence of this surface has not yet been formally proved.



Above; minimal surface spanned in a frame of twisted wire. At right; minimal surface bounded by sixteen circles in two parallel planes and a square in their midplane.

Hyperbolic 3-Space has three dimensions like our ordinary space, but that's where the similarity ends. Hyperbolic 3-Space is curved while our normal space is "flat."

To imagine curved space, it is, again, easier to start in two dimensions. A Hyperbolic 2-Space would be like a big (actually infinite) sheet of rubber stretched into the shape of a saddle curving up and away in one direction and down and away in the other. A flat 2-Space would be just a flat rubber sheet. Thurston saw that there was a way of moving (or transforming) the flat three-dimensional space around a knot into a curved hyperbolic three-dimensional space.

In Thurston's theory, the transformation from flat 3-Space object to curved 3-Space produced curved objects like hyperbolic spheres or hyperbolic dodeca-whatevers. Thurston found that for each knot there is one Hyperbolic 3-Space object. This insight gave mathematicians a powerful tool for understanding knots: Rather than study the knot, study the Hyperbolic 3-object, which is easier to work with. If you can see it, the task is even easier. The Geometry Center made that possible—in Technicolor.

By creating computer software that allows them to move around in (or *navigate*, as Olaf Holt would say) Hyperbolic 3-Space, researchers at the center have learned how to visualize the Hyperbolic 3-Space objects that Thurston's theory predicts. Using this software, the center produced a sixteen-minute video called "Not Knot," which takes the viewer from the basic ideas about knots to a trip through Hyperbolic 3-Space, explaining Thurston's theory along the way.

The video is visually striking, and after you watch it a few times you begin to understand the basic ideas, too complicated to describe in words alone. "Not Knot" has been described as the first video proof of a mathematical theorem. The video has received a great deal of attention and has risen to the Scientific Book Club's top ten list. The software that the center produced for the "Not Knot" video continues to be used for producing educational tools and to allow researchers at the center to gain new insights into the fundamental questions about knot theory and Hyperbolic 3-Space.

4

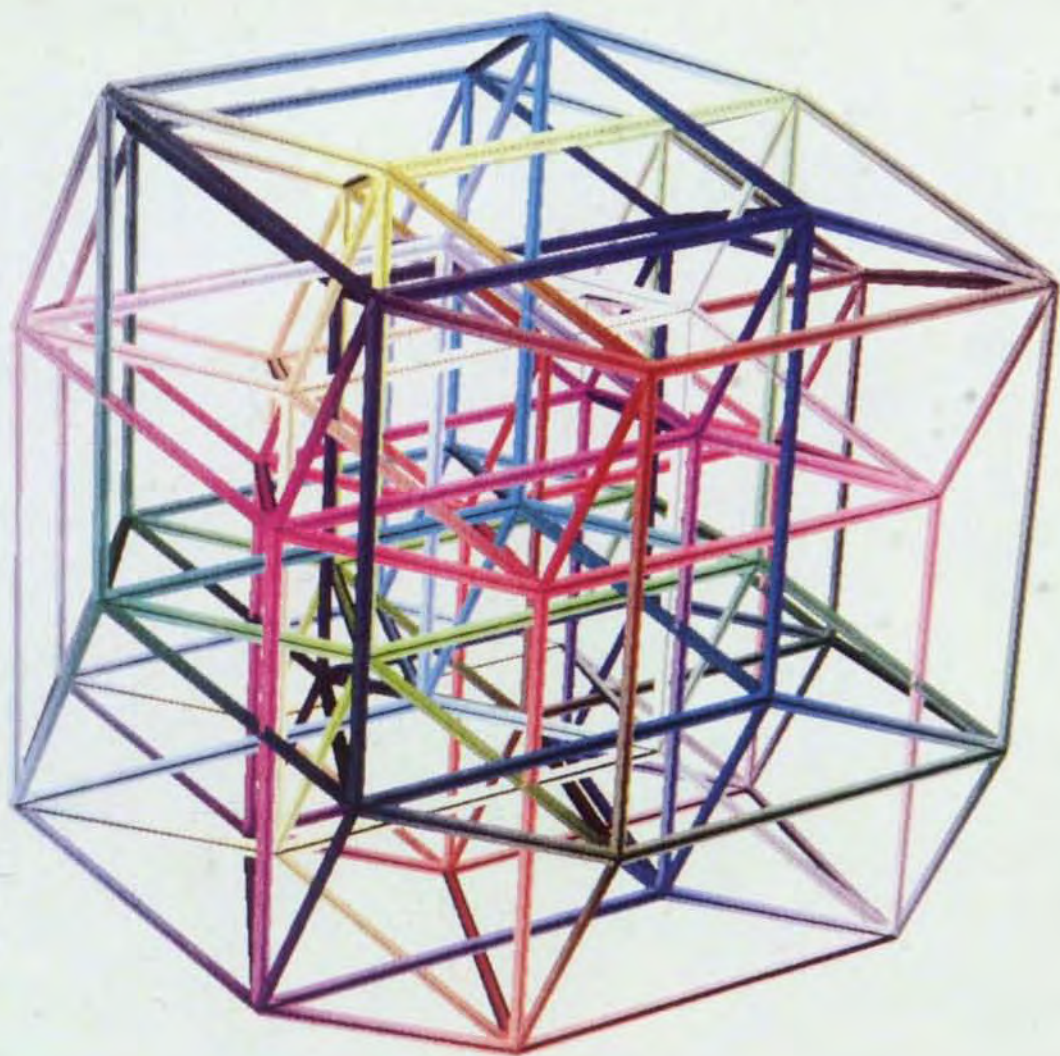
The Geometry Center is as innovative in its approach to teaching mathematics as it is to mathematics itself.

The center's apprentice program is unique. Apprentices are usually students who take time out from their regular studies to work at the center for six months to a year. They come from many backgrounds, including mathematics, computer science, and electrical engineering, but they are not categorized based on their training.

"At the center everyone does a little bit of everything," says Tamara Munzner, a computer science student from Stanford and one of the first apprentices, who was invited to stay on as a full-time staff member. "There is not a clear distinction between what the staff does and what the apprentices do."

Each apprentice is responsible for keeping some part of the center operating smoothly through what are whimsically called "czarships." Olaf Holt is currently the picture czar, responsible for collecting and archiving the many works of mathematical art the center produces. Linus Upson, an apprentice on leave from the math program at Princeton, is the disk czar, responsible for keeping the megabytes of computer storage up and running. Apprentices also take on the role of problem meisters, working on whatever questions pop up.

One of the rotating responsibilities is showing visitors around and leading tours. "We had a troop of Girl Scouts in here just yesterday," says Celeste Fowler, a former apprentice now at Silicon Graphics. "It was chaotic but fun. I think they liked it." Apprentices also take part in the center's summer workshops for high school students and teachers. David Ben-Zvi, also on leave from Princeton, sees the task of explaining



mathematics to nonspecialists as important. "One of the wonderful points about this place," he says, "is that it takes young people like me who don't have tenured jobs or are not necessarily doing research full time and it gets them to explain stuff to other people who are not mathematicians. Not only do we contribute now by helping math education, but later we will have an open eye for ways of making the connection with people about the things we do."

In return for their work, the apprentices are given a fair amount of freedom in their own projects, which range from building new software tools for visualizing mathematical objects to working on abstract mathematical questions like those concerning Hyperbolic 3-Space. "The management of the center is very horizontal," says Munzner. "You choose projects based on what needs to be done and what you think is interesting. It is nice not being told what to do." Fowler agrees: "You get a lot of opportunity to define your problems, which is fun," she says. "You do your pro-

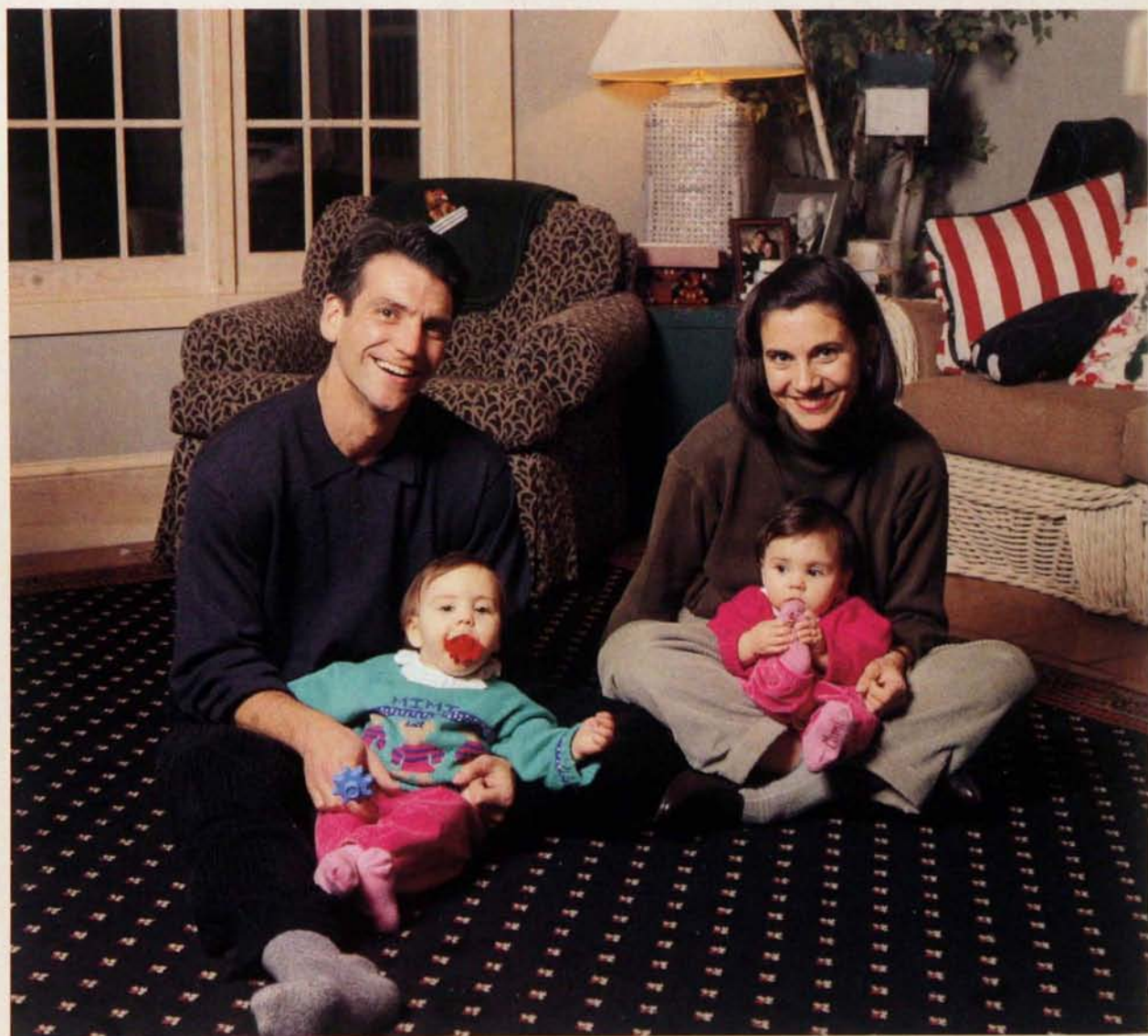
jects because you want to."

After touring the Geometry Center and talking with the apprentices, the appeal of mathematics becomes less mysterious. Like painters toying with color on a canvas or musicians experimenting with different combinations of notes, mathematicians play with ideas about the relationship between space and form.

If most of us haven't seen that before, it's because we couldn't. Mathematicians in the past could only talk about their finest creations; you couldn't see a mathematical idea the way you see a painting. Now you can see the beauty that mathematicians have always known. Multicolored shapes like unlikely, angular protozoans dance on the Geometry Center computer screens. They twist through each other in impossible ways to make new, more impossible shapes, speaking eloquently of geometry as an act of the imagination. ◀

Projection of the six-dimensional analogue of a cube into three dimensions. (Only the edges are shown.) This picture was created using Geomview, a visualization package available free from the Geometry Center. The data for the hypercube were compiled by Olaf Holt.

Read This if You Have to Double Your Kids'
College **M**oney



Ross and Bridget Levin and twins Mimi, left, and Vera

*An inside look at how four financial planners
are financing a college education for their nine kids*

.....
BY DAN WASCOE JR.

IF MIMI AND VERA LEVIN FINISH college on schedule—in about 2017, at a potential combined cost of more than \$700,000—the twins might credit the foresight of their parents, Ross and Bridget, who began to think about graduation day well before their twins were born. That was way back in January 1993.

That's how financial planners such as Ross Levin work, translating

blue-sky wishes into achievable objectives by charting a course to reach them through savings, tax reduction, investments, and money management. Levin, who earned a B.S. degree in management from the University of Minnesota in 1982, acknowledges facing a personal triple squeeze—not only providing for the twins' education but also supporting his parents' retirement and providing for his and Bridget's later years. It might appear that, at 34, he and Bridget have less time than younger parents do to attain those three goals, especially considering that his plan envisions the equivalent of six-year Ivy League educations for both Vera and Mimi. Even so, Levin considers his family "probably better prepared than most"—and not just because they keep their loose change in a jar.

Parents can find a wealth of advice about meeting the rapidly escalating cost of college education that ranges from encouraging a youngster to earn a degree in three years to exploring such financial instruments as mutual funds and zero-coupon bonds to increasing prospects for financial aid.

Because financial planners who are parents face the same challenges, *Minnesota* asked four, all University of Minnesota alumni, to describe their own strategies. They are Charles C. Betz, former partner in the accounting firm of Larson, Allen, Weishair & Company and founder of Cornerstone Capital Management in Minneapolis; Wanda C. Johnson, a planner with IDS Financial Services, Plymouth, Minnesota; Levin, president of Accredited Investors, Minneapolis, who was recently elected president of the International Association of Financial Planners; and Kenneth A. Richard Jr., president of Kenneth A. Richard & Associates, Roseville, Minnesota.

Among their key ideas:

- No matter how daunting future college costs appear, develop the savings habit early and let compounding work for you.

- Consider requiring children to pay part of their own college bills, not only to ease your burden but also to build character, encourage thrift, and foster appreciation for their schooling.

- Keep most, if not all, of your kids' college funds in your name for reasons of control. The tax advantages of shifting funds to their names are not as great as they used to be.

- Keep the value of a college education in per-

spective, comparing its worth to your children's realistic job prospects in a changing economy as well as to your other priorities, including retirement and charitable giving.

- Become familiar with how colleges and the government dispense financial aid, then make adjustments, if you can, to help your family qualify.

SOME OF THESE RECOMMENDATIONS grow from the planners' own experience. Betz, for example, is 39, and although he has set no firm dollar goal for the college educations of his sons, John, 8, and Chas, 4, he and his wife, Marsha, save a total of about \$400 a month in five mutual funds.

Betz says he'd "probably be discouraged" by calculating the total amount he might need for the boys' college expenses. But he expects there's enough time for his investments to grow substantially. "The real key is to start as early as you can," he says, even if that might be difficult for some parents. "Personal finance is a constant balancing act between spending and living today and spending and living tomorrow."

The Betzes' balancing act reflects strongly held values. Once a year, they earmark parts of their expected income for five priorities, in this order: contributions ("We feel [it's] pretty important [to give] to church and ministries"), taxes, debt (essentially their mortgage), future savings (college, retirement, remodeling), and current lifestyle.

"That all sounds great, but for some people there isn't enough to go around," he says. "We've been fortunate to pretty much do what we wanted in those five categories."

They've helped themselves, however, by keeping a lid on their lifestyle. Marsha, formerly a dental hygienist, quit her job after John was born, and they bought a less expensive house and car than they might have if they hadn't been tending to their other priorities.

A good question, he says, is, "How do you view money? If it's there solely to satisfy desires, you'll spend in a certain way. If you feel [the responsibility of] stewardship, that may alter the way you spend."

Where does that leave saving for college?

"Marsha and I view our roles as parents as equipping our kids to stand on their own two feet. . . . I view that [ability] as taking them through college. . . . They get allowances, and we're trying to train them in handling money."

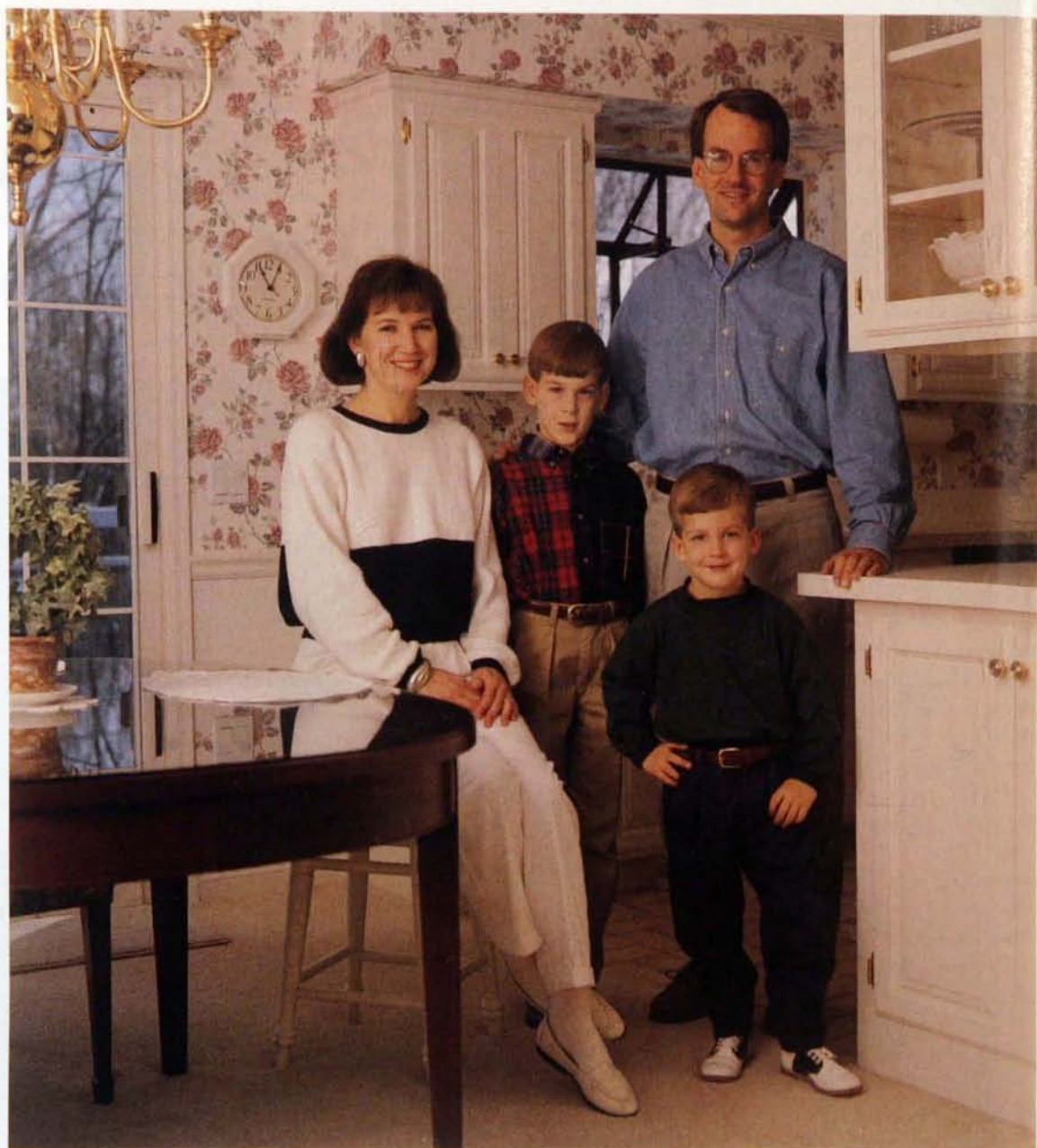
Similarly, he's helping his parents plan and invest for retirement now "so I don't have to help them with my pocketbook" later on.

CULTIVATED SELF-RELIANCE also is playing a role in the college careers of Amber and Fletcher Johnson. Both are University of Minnesota students, and their parents, Wanda and Cliff, set incentives and limits early.

Wanda Johnson told them that she would match

“Marsha and I view our roles as parents as equipping our kids to stand on their own two feet.”

.....
Marsha and Charles Betz, John, left, and Chas



what they saved for college. Amber, a senior, reached a peak of about \$8,000, with about \$6,000 remaining before the start of her final year. Fletcher, a sophomore, has about \$8,000 saved, and his mother figures that two years from now he'll have accumulated more.

“Amber earned more and spent it. Fletcher earned less and saved it,” she says.

Because neither qualified for financial aid, those savings loomed large in the Johnsons' graduated payment plan. They put no limits on where their children could go to school, but there was a delayed catch. During their first year in college, Amber and Fletcher were responsible for paying their own entertainment expenses, while their parents paid for everything else. In their second year, the kids paid for entertainment and books. In the third year, they had to add transportation. And in the fourth year, they're expected to pay the full bill.

That system led Amber to spend her freshman and sophomore years at Lewis and Clark College in Oregon, satisfying her desire for mountain backpacking in addition to her academic interests.

“We spent \$40,000 the first two years, including transportation to and from school,” Johnson says. Two round trips each year allowed for a Christmas visit home.

During her junior year, Amber participated in a University of Minnesota program in Ecuador, living with a family, working with street children, and becoming more fluent in Spanish. The \$8,000 cost of the program was less than a year at Lewis and Clark, and she earned credits toward her degree.

With about two years remaining and her share of expenses about to increase, Amber decided to transfer to the University of Minnesota. “We don't begrudge that at all,” Johnson says.



"It's more than a tax issue when you gift money to children. It's an issue of control."

.....
Wanda and
Cliff Johnson,
Fletcher, and
Amber

Fletcher, whom she describes as "more of a nester," found that "going away to school didn't appeal to him as much." He is living at Bailey Hall on the University's St. Paul campus, which happens to be where his mother once lived. She earned a B.A. degree in home economics in 1969 and an M.A. in 1971.

Although Fletcher's overall expenses figure to be less, Johnson says, "we're not into 'even'" between the two kids because they were allowed to choose which college to attend.

To meet their part of the college-financing bargain, the Johnson parents began saving and investing when Wanda joined IDS in 1982. The kids were about seven and ten at the time.

At first, some of their savings went into certificates of deposit and blue chip mutual funds sold through Johnson's employer. Then she moved into tax-exempt bond funds.

"I used the tax-exempts as a second cash reserve—monies I'd go into first if I needed them," she says. But when interest rates started to drop in the early 1980s, those tax-exempt investments became more valuable; she sold some to take capital gains. Later, she focused more on aggressive stock funds (volatile, but high potential returns), international funds, and individual stocks after they fell heavily during the 1987 stock market crash: "I bought some things quite advantageously," she says.

Because her IDS earnings exceeded expectations, the Johnsons have been able to pay many college expenses out of cash flow. The remaining tax-exempt reserve became a down payment on a new house.

The Johnsons' arrangement echoes Wanda's own background: She was one of nine children, and her parents paid for one year of her college; she paid the rest.

Wanda says she "wound up with more debt" than

"I'd like to see students learning to do something while they're learning how to learn."

.....
Colleen
and Kenneth
Richard,
Nicole, left,
J.C., center, and
Stephanie



Cliff, whose parents paid tuition and board. Even so, the satisfaction of paying her own way leads her to counsel parents to "provide fixed amounts or a fixed percentage" of their children's costs and urge the students to figure out how to make up the rest.

"Parents shouldn't feel guilty if they can't provide Yale," she says, noting that some families use the University of Minnesota's costs as a benchmark, requiring their students to pay more if they choose a more expensive school.

"Whether you can afford [to pay college costs] or not, there are some human values that are important to teach,"

she says. "It doesn't matter how deep the pockets go."

Like the other planners, Johnson recommends that parents keep college savings in their own names. The tax advantages that used to apply to transferring funds to children's accounts are no longer as great, especially when the kids are younger than fourteen, she says. Besides, suppose the children don't go to college or don't choose as expensive a school as the parents might have planned for. The funds can't be taken back very easily as far as the Internal Revenue Service is concerned, and it might be tempting for some youngsters to use "their" money for a car or

other purpose that parents didn't intend.

"It's more than a tax issue when you gift money to children," she says. "It's an issue of control."

IT'S NOT CONTROL BUT OUTRAGE that guides Kenneth Richard's thinking about college finance.

Like the Levins, Richard and his wife, Colleen, have twins. But there's a difference. Nicole and Stephanie Richard are in their senior year of high school, and the double whammy they'll pose for the household budget lies just ahead. Then there's daughter J.C., who is four years younger. Richard estimates that his remaining education bills for all three, including private school, will total more than \$386,815—\$104,741 for each of the twins and \$177,333 for J.C.

Richard, who earned a B.S. degree in business administration in 1971, once figured his kids' college bills would be \$200,000, and he isn't shy about questioning the increase. Describing himself as coming from a "bootstraps" background, he questions the value of college if it doesn't prepare graduates to become productive employees when they doff their caps and gowns. "I'd like to see students learning to do something while they're learning how to learn," he says. "My concept of education is that learning should never end."

For this reason, he says, he's considered using the kids' college money to buy them a Burger King franchise instead. Thus furnished with a way to make a living, they would receive a "good luck" send off from their dad along with his advice to "go to school forever and help other people." This is not the conventional path, of course, but "education does not mean necessarily the system we have today," says Richard.

Such nonconformist thoughts haven't kept him and his daughters from visiting college campuses, however—thirteen at last count. "They say, 'Don't spoil it for us, Dad,'" he says.

For other parents, Richard recommends tactics such as tapping money in 401(k) and 403(b) retirement accounts.

He doesn't mean just taking loans from those funds and paying back your account later—which is one possibility—but rather converting the accumulated total into annuitized withdrawals: equal amounts to be taken each year for either the next five years or until you reach 59½, whichever comes later. The annual amount withdrawn is related to your life expectancy and the interest your remaining funds can earn. There are several authorized methods for determining the amount. Stiff penalties apply—including a retroactive 10 percent tax—for altering or stopping such a conversion once it has begun. Parents also would pay normal income tax on the withdrawn amounts.

Some planners would frown on such advice. Not only do parents bleed their retirement savings, they also forgo the compounding effect of tax-deferred

funds that yield more dollars with every passing year.

Richard says parents should realize that college financial aid rules "penalize" income more than assets. Colleges sometimes also give more aid to households with more than one member in college. In families with financial flexibility, therefore, one breadwinner might take a sabbatical and enroll in college to earn an advanced degree at the same time a child is going to school. The family's lower income and the burden of having two college students might persuade a school to offer work-study jobs, loans, or grants.

If that sounds like playing the angles, it reflects how planners think—it's "timing how you manage your life," Richard says. But that can require a longer perspective than many parents take, he says: "Long term to Americans is five years. Short term to the Japanese is fifteen years."

Clearly, then, planners can recommend different ways of tackling the college expenses challenge. Some accept increasing college costs and plan for them, some rail against them, but most have faith that they and their kids together can make it happen.

That doesn't mean it will be easy. Richard says that even if they wanted to, his daughters won't be able to pay their full college load as he did. "With the inflation rate [of college costs], they don't have the same capability to do that." ◀

Parting Advice

WHAT KINDS OF INVESTMENTS

are the four planners in the accompanying article making to provide college nest eggs?

With the usual caveat that what looks good to them might not make sense for you, here are some of their selections:

Mutual Funds: Nicholas, Janus, Royce Premier, T. Rowe Price International Stock, Strong Common Stock, Neuberger/Berman Guardian, 20th Century Ultra Investors, and IAI Regional.

To compare track records of these and other funds, consult such resources as the Morningstar, CDA/Wiesenberger, and Ibbotson Associates reference guides at your library. Ross Levin says he looks for funds that do relatively well in both strong and troubled markets. Naturally, the planners also suggest consulting professional advisers to help make sense of all the numbers.

Real Estate: Real estate investments run in twelve- to seventeen-year cycles, Kenneth Richard says, asserting that "we're almost out of the trough." He has both made and lost money in real estate limited partnerships, but he believes in them as part of a diversified portfolio.

Savings Bonds: Earnings can be tax-free for education under certain conditions, and savings bonds are a safe way to establish the savings discipline. Many planners, however, recommend that parents move quickly from this choice to investments that offer prospects for higher returns.



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COLLEGE OF AGRICULTURE

'70 **Dale Johnson** of Port Byron, Illinois, has been promoted to product manager, seeding division, at John Deere Harvester Works Factory in Moline, Illinois.

'80 **Jean Eckstrom Garbier** of Watertown, Massachusetts, has been named a senior associate with Sasaki Associates, where she specializes in landscape architecture.

COLLEGE OF BIOLOGICAL SCIENCES

'68 **John Jungck** of Beloit, Wisconsin, has received the Distinguished Natural Sciences Curriculum Innovation Award from EDUCOM, a consortium of 600 higher-education institutes and 110 corporations. Jungck was honored for developing a computer simulation program that allows students to conduct scientific experiments that would be impossible in a real laboratory.

COLLEGE OF EDUCATION

'72 **Linda Buck Myers** of Edina, Minnesota, has been named dean of students in the upper school at Breck School in Golden Valley. Myers was previously director of the Graduate Liberal Studies Program at Hamline University in St. Paul.

GRADUATE SCHOOL

'59 **Richard Goldstein** of Golden Valley, Minnesota, has been named an honorary member of the American Society of Mechanical Engineers. Goldstein is Regents' Professor and head of the mechanical engineering department at the University of Minnesota.

'63 **Robert Gore** of Newark, Delaware, has been inducted into the University of Delaware's Alumni Wall of Fame. Gore, who is president of W. L. Gore & Associates, is an inventor and manufacturer of high-technology products, including Gore-Tex fabric, Gore-Tex vascular grafts, and Gore-Tex filter bags.

'65 **A. Haji-Sheikh** of Arlington, Texas, has been named a fellow of the American Society of Mechanical Engineers. Haji-Sheikh is a professor at the University of Texas in Arlington.

'68 **Clarence Miller** of Houston has been named a fellow of the American Institute of Chemical Engineers. Miller is department chair and professor of chemical engineering at Rice University in Houston.

'68 **Susan Rydell** of Minnetonka, Minnesota, has received the first award given by the Minne-

sota Psychological Association for outstanding contributions to Minnesota psychology. Rydell is a charter faculty member at Metropolitan State University, where she oversees the psychology course cluster.

'72 **Dick Weiland** of Duluth, Minnesota, has been named a major gift officer in the development office of Carleton College in Northfield, Minnesota. Weiland was previously vice president for institutional advancement at the College of St. Scholastica in Duluth.

'75 **Karen Nelson Hoyle** of St. Paul has received an honorary doctor of letters degree from the University of St. Thomas in St. Paul and a Distinguished Achievement Award from the Minnesota Library Association. Hoyle is curator of the Children's Literature Research Collections at the University of Minnesota.

'75 **Meryl Weinreb** of Short Hills, New Jersey, has been promoted to product director from senior product manager for Schering-Plough HealthCare Products.

'78 **Nien-Hwa Linda Wang** of West Lafayette, Indiana, has been selected for a four-year term as a member of the Surgery and Biomedical Engineering Study Section, Division of Research Grants, at the National Institutes of Health. Wang is a professor of chemical engineering at Purdue University.

'82 **Emily Laskin** of Studio City, California, has been appointed director of development at the American Film Institute, where she was previously acting director of development.

'83 **Jerome Jungbauer** of Chicago has been named vice president and manager of corporate bond trading at Rodman & Renshaw Capital Group. Jungbauer was previously vice president and manager of the corporate bond department at Rauscher Pierce Refsnes in Dallas.

'85 **Daniel Funk** of Cincinnati has received the John Boynton Award from Worcester Polytechnic Institute. Funk is an orthopedic surgeon on staff at Christ Hospital and Our Lady of Mercy-Anderson Hospital in Cincinnati.

'86 **William Farr** of Sterling, Massachusetts, has received the endowed Harold J. Gay Professorship in Mathematics at Worcester Polytechnic Institute (WPI). Farr joined the WPI faculty in 1989.

'87 **Carol Ryan** of St. Paul has received the Excellence in Advising Award from Metropolitan State University, where she has been advising students since 1977. This is the second time Ryan has received the award.

'88 **Lynn Sikkink** of Minneapolis has been appointed a visiting instructor in anthropology at

Carleton College in Northfield, Minnesota. Sikkink has also taught at the University of Minnesota.

'89 **Glen Ramsborg** of Park Ridge, Illinois, has been promoted to colonel in the U.S. Air Force Reserves. Ramsborg is director of programs and meeting services for the American Association of Nurse Anesthetists.

'91 **Mary Pampusch** of Minneapolis has been appointed a visiting assistant professor of biology at Carleton College in Northfield, Minnesota. Pampusch has also taught at the College of St. Catherine in St. Paul.

LAW SCHOOL

'91 **Jacqueline Layton** of Excelsior, Minnesota, has joined the Minneapolis law firm of Faegre & Benson as an associate in the banking-commercial group.

CARLSON SCHOOL OF MANAGEMENT

'84 **Mark Golenzer** of Fort Wayne, Indiana, has been appointed second vice president to the board of directors of Lincoln National Investment Management Company. Golenzer was previously a senior hotel analyst for Prudential Realty Group in Chicago.

'90 **Nancy Johnson** of Minneapolis has been awarded a Fulbright grant to consult and to conduct seminars in management information systems for the National Institute of Public Administration in Kuala Lumpur, Malaysia. Johnson is an assistant professor in management information systems at Metropolitan State University.

COLLEGE OF LIBERAL ARTS

'61 **Philip Korth** of Eagle, Michigan, has been appointed associate dean for undergraduate studies in the College of Arts and Letters at Michigan State University.

'68 **Paul Arneson** of Washington, D.C., has been named deputy commander of the Military Traffic Management Command headquartered at the Military Ocean Terminal in Bayonne, New Jersey. Arneson was previously on the faculty of the Industrial College of the Armed Forces at Fort Lesley J. McNair in Washington, D.C.

'70 **Kathleen Foley** of Northfield, Minnesota, has been named assistant director of the alumni annual fund at Carleton College. Foley also is a consultant with the Minneapolis fund-raising firm of Bentz Whaley Flessner.

'73 **Anne Carleton** of Boise, Idaho, has received a Certificate of Excellence for writing one of the

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top six papers on the four-part Certified Internal Auditor examination.

'82 **Laurie Stern** of St. Paul has been named senior producer for "KTCA Reports," a weekly public affairs program on Twin Cities public television. Stern has worked previously as a news producer for WCCO-TV, associate producer for CBS News, and producer and assignment editor for KARE-TV.

'83 **Christopher Goffi** of Bethlehem, Pennsylvania, has been named head coach of the women's cross-country team at Allentown College in Center Valley, Pennsylvania.

'69 **Marshall Tanick** of Golden Valley, Minnesota, has received the Charnley/Hage Award from the University of Minnesota Daily Alumni Association. The award, named after two distinguished University of Minnesota journalism professors, is given every year to an individual who has contributed to the advancement of student journalism at the University. A former journalist, Tanick is an attorney who has represented the *Minnesota Daily* in numerous legal battles throughout the years.

'91 **Stephen Passeri** of Apple Valley, Minnesota, was a quarterfinal oralist in the Southwestern University School of Law Moot Court Honors Program Intramural Competition. More than 400 students competed in the event arguing a hypothetical case of negligent medical malpractice. Passeri is a first-year student at Southwestern.

MEDICAL SCHOOL

'46 **Alvin Schultz** of Minneapolis has received the Shotwell Award, given annually to a person in Minnesota for dedicated service to humankind, significant contributions in the field of medicine, or improvements in the delivery of health care. Schultz retired recently as senior vice president and chief operating officer of the medical affairs division of the Health One corporation.

'76 **William Becker** of Grand Forks, North Dakota, has been appointed director of the general surgery residence program at the University of North Dakota School of Medicine. Becker is a lieutenant colonel in the U.S. Army Medical Corps.

'87 **Roger Laroche** of Bradford, Pennsylvania, has been appointed medical director of Bradford Recovery Systems—the department of psychiatry at Bradford Regional Medical Center. Laroche was previously a forensic psychiatrist with the U.S. Bureau of Prisons in Rochester, Minnesota.

SCHOOL OF PUBLIC HEALTH

'61 **Gordon Sprenger** of Edina, Minnesota, has been named chief executive officer of the new LifeSpan/Health One company, HealthSpan. Sprenger was president and chief executive officer

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cer of LifeSpan when the company merged with Health One.

'62 **Donald Wegmiller** of Minneapolis has been named president of MCG/HealthCare Compensation. Formerly, Wegmiller was president and chief executive officer of Health One and vice chair of HealthSpan.

INSTITUTE OF TECHNOLOGY

'54 **Milton Franke** of Centerville, Ohio, has been named vice president of the Systems and Design Technical Group of the American Society of Mechanical Engineers. Franke is a professor at the Air Force Institute of Technology, Wright-Patterson Air Force Base, Ohio.

'74 **Jeanne Blake** of Minneapolis has been appointed to a temporary position as project coordinator for Metropolitan State University's Workforce 2000, a program that fosters diversity in the Minneapolis-St. Paul-area workforce. Blake was previously vice president of technical training for Courseware Development Associates in Minneapolis.

'85 **David Hatton** of Pittsburgh has been promoted to project manager at Williams Trebilcock Whitehead architectural, planning, and interior design firm.

'85 **James Whisler** of Bloomington, Minnesota, has been named a fellow of the Society of Actuaries. Whisler is a manager with Deloitte & Touche in Minneapolis.

DEATHS

Nancy Birney Brown, '29, Novato, California, April 15, 1992.

Esther Jenson Grobel, '23, Schenectady, New York, November 15, 1992. A life member of the American Association of University Women, Grobel was the first 50-year member of the association's branch in Schenectady and held the longest tenure of membership there at 67 years.

Donald Grubb, '49, De Kalb, Illinois, November 20, 1992. Grubb established the journalism major at Southern Illinois University in Carbondale and founded the journalism department at Northern Illinois University (NIU) in De Kalb. He was an NIU faculty member for 22 years and journalism department chair for 17 years. Grubb served in World War II as a Hellcat fighter pilot and, early in his career, worked as a reporter and editor for newspapers in California, Missouri, Utah, and Illinois.

Lawrence Hanson, '59, Bellingham, Washington, September 15, 1992. Hanson was professor of art and head of the sculpture program at Western Washington University. After joining the faculty at Western in 1963, Hanson was instrumental in developing the school's internationally acclaimed outdoor sculpture collection and in bringing new artists and their work

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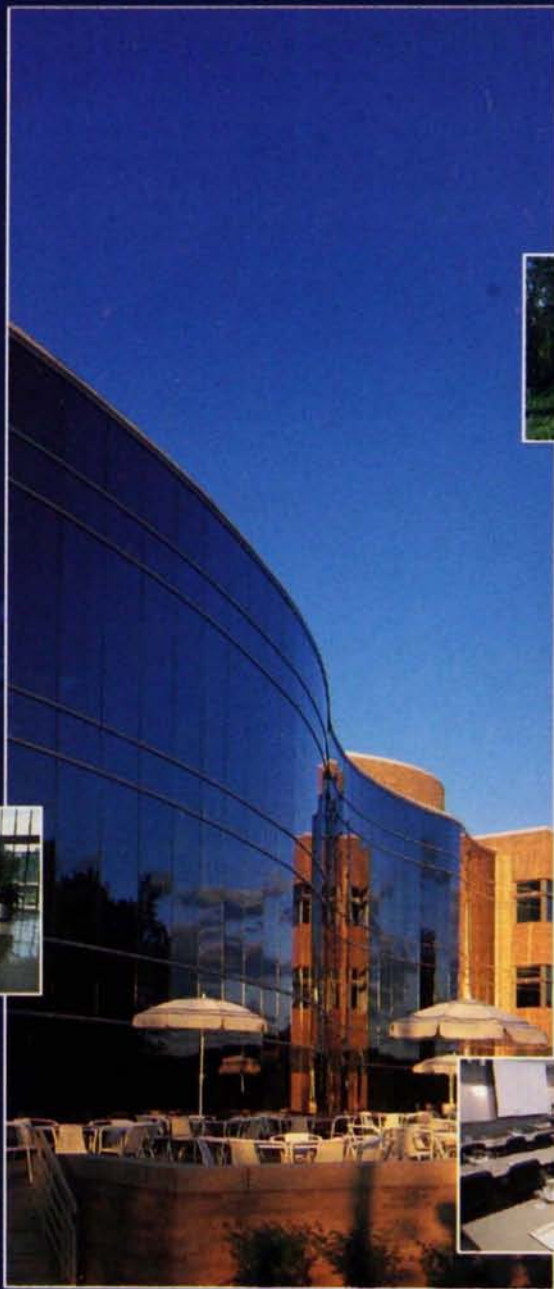
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to Western. His own work has been shown at many museums and galleries in Washington and California.

Richard Hill, '30, Puyallup, Washington, September 5, 1992. A funeral director and author, Hill served seven years in China, first with the army during World War II and later with the Central Intelligence Agency. Hill's memoirs were the subject of a book published two years ago, *My War with Imperial Japan: Escape and Evasion*. He returned to Puyallup from China in 1953 to rejoin the Hill Funeral Home, which his father started in 1908.

Arno Jewett, '39, Sarasota, Florida, December 28, 1992. Jewett was a professor of English at the University of Minnesota, Arizona State, and the University of Texas and a visiting professor at Columbia University. He served as head of the English and Foreign Languages Unit, acting chief of the Curriculum Branch, and was chief of the Reports and Communications Staff, all for the Bureau of Elementary and Secondary Education for the United States Office of Education. Jewett received the Outstanding Achievement Award from the University of Minnesota in 1969 for his work in English education and textbook writing.

Illmar Kuisk, '79, Houston, Texas, June 14, 1993. Kuisk was pursuing his Ph.D. in cell biology at Baylor College of Medicine, where he was employed.

Helen Kimmey Langland, '27, Mishawaka, Indiana, June 19, 1993. A member of the American Association of University Women and the Alpha Xi Delta sorority, Langland was active as an interviewer for the Minnesota poll and other surveys.

Vernon Lindberg, '36, Minnetonka, Minnesota, October 28, 1992. An eye surgeon and professor of ophthalmology at the University of Minnesota, Lindberg practiced in Minneapolis and Edina for about 40 years. He taught eye surgery at the University and as a volunteer in India, Taiwan, and Mexico.

J. Neil Morton, '23, St. Paul, Minnesota, August 7, 1993. Morton was former president and board chair of the St. Paul law firm of Briggs and Morgan, and an active civic leader. He taught for ten years at the St. Paul College of Law, now William Mitchell College of Law, and was president of the Ramsey County Bar Association and a board member of the Minnesota State Bar Association.

Karl Neumeier, '11, Stillwater, Minnesota, October 30, 1992. A practicing lawyer for 63 years, Neumeier was elected to the Minnesota Senate in 1934 and served until he was defeated in 1950. In 1953 the legislature overwhelmingly voted him to a seat on the University of Minnesota Board of Regents, a post he held until 1959, when he returned to his law practice in Stillwater.

Edmund Nightingale, '44, St. Paul, Minnesota, September 26, 1992. A retired Univer-

sity of Minnesota professor and transportation expert, Nightingale served as a consultant to several federal and state organizations, including the War Production Board, the Defense Department, and the Minnesota Public Service Commission. Nightingale, who joined the University faculty in 1952, received numerous awards for his work.

Stuart Olson, '43, Rochester, Minnesota, May 25, 1992. Olson was a stockbroker and branch manager for Piper Jaffray's Rochester office from 1969 to 1985. He also worked for Shearson Lehman after a brief retirement.

Donald "Deke" Slayton, '49, Houston, Texas, June 13, 1993. Slayton was one of the original seven American astronauts. Because of heart problems, he was able to fly only on the last Apollo mission in July 1975, which was a joint mission with the Soviets. He served for many years as chief of flight operations at the Johnson Space Center, where he directed astronaut training and selected the crews for nearly all missions, including the Apollo flights to the Moon. When he died, Slayton was director of Space Services, a company that launched small satellites, which he founded when he retired from the National Aeronautics and Space Administration in 1982.

Helen Rue Smith, '41, Tampa, Florida, October 5, 1992. Smith's teaching and counseling career in North Dakota and Michigan spanned more than 40 years.

William Swanberg, '30, Southbury, Connecticut, September 17, 1992. The author of several noted biographies of colorful American publishing figures, Swanberg won the Pulitzer Prize in 1973 for *Luce and His Empire*, a profile of Time, Inc., founder Henry Luce, and a National Book Award in 1977 for *Norman Thomas: The Last Idealist*. Perhaps his best known and most popular book was *Citizen Hearst*, a 1962 profile of newspaper publisher William Randolph Hearst. The Pulitzer advisory committee recommended the book for the biography prize but was overruled by the trustees of Columbia University, the first time the committee had been overruled in 46 years; no prize was awarded for biography that year. The rejection created enormous publicity for the book and helped it climb the best-seller lists. The University of Minnesota awarded Swanberg its Outstanding Achievement Award in 1992.

Robert Thorson, '53, New York City, October 4, 1992. Thorson was president of the architectural firm of Carson, Lundin & Thorson in New York City. He joined the firm (then Carson, Lundin & Shaw) in 1969 and became a partner in 1970 and president in 1976. He was previously associated with Carl Koch and Associates and I. M. Pei and Partners. Thorson was once president of the University of Minnesota Alumni Association of New York and was a member of the University's Presidents Club, a group honoring major donors.

Playing with Destiny

Coach Clem Haskins has everything in order for a championship year

BY BRIAN OSBERG

THE GOPHER basketball team is no longer rebuilding. Coming off last year's National Invitation Tournament (NIT) championship, the Gophers are expected to contend for the Big Ten championship. It's a situation they're not used to being in.

"We won't promise how many games we're going to win," says Coach Clem Haskins, "but once again we will have an exciting team and a very aggressive ball club. I think this group has the same kind of potential as the one that advanced to the Sweet Sixteen and Final Eight in the NCAA tournament a few years ago."

The strength of this year's team is the back court, led by senior Arriel McDonald and junior Voshon Lenard. With junior Townsend Orr coming off the bench, the Gophers arguably have the best guards in the conference. McDonald has been starting at point guard since his freshman year, leading the team in assists each year. Earlier in the season, McDonald became the Gophers' all-time assist leader, breaking Mark Wilson's (1982-86) career record of 375.

"There've been some ups and downs in my career but mostly ups," says McDonald, who shares cocaptain honors this year with senior Randy Carter. "I've been fortunate to play for a coach among coaches, Clem Haskins, and play with teammates like the guys I have right now, so I'm really happy to play here. Last year's NIT was probably the most memorable game, because it was a time we worked so hard to accomplish something, and we finally won a tournament like that."

"I've worked hard to become a captain for this team because I consider myself a leader. To be selected as cocaptain is certainly an honor."

McDonald expects to finish his de-



With a successful preseason record behind them, the Gopher basketball team, pictured in the new Williams Arena, faces a tough Big Ten field.

gree this year, and he wants to see how far basketball will take him.

Lenard is the team's emerging star. He was named most valuable player last year and was named NIT most valuable player after averaging nearly twenty points a game. He has been mentioned as an all-American candidate by a number of sports publications, but got off to a slow start this season. He doesn't feel it's because there has been added pressure on him to carry the team. "I'm not satisfied at all with my play, and I'm going to have to step it up in order for us to win the Big Ten," he says. "But I don't feel any pressure because we have guys that are going to be behind me and I'm going to be behind them. That's what makes a team."

Lenard grew up in Detroit, where he led Southwest High School to back-to-back state titles and was honored as a *USA Today* and *Parade* all-American. He was a teammate of Jalen Rose, the star

guard at the University of Michigan. Lenard competed against former University of Michigan star Chris Webber, who lived in Lenard's neighborhood but played at another high school. Joining his friends at Michigan was never a possibility, according to Lenard. "One of the reasons I decided to come [to Minnesota] is that I knew I could get a good education. We have somebody here [Haskins] who cares about you not just as a basketball player but as a person. When you have guys like that concerned about your future, you want to go there and represent them."

The question facing Lenard is whether he will turn pro after this season, following in Webber's footsteps. "That really hasn't entered my mind right now," he says. "I'm focusing on my junior year and helping the team get a Big Ten championship and reach the Final Four. I'm planning on staying my senior year."

Lenard's performance at last year's NIT and the additional power that he has gained from strength conditioning have given him more confidence in his game. He is not only a good outside shooter—he hit a record 59 three-pointers last year—he can drive to the basket and score inside.

Haskins has been experimenting with Lenard at small forward and putting Townsend Orr in the lineup to give the team more quickness and skills on offense. With added upper body strength, Lenard can fend off double-team defenses, which he faces more than ever

from opposing teams.

Lenard is a speech communication major, though he seems to be exceedingly shy. "School is very important to me," he says. "Everybody has a dream of playing in the NBA but very few make it, so you have to have something to [fall back on]—and that's a degree. That's one of the main things the coaches stress here."

The Gophers return all five starters and ten letter-winners from last year and are intent on going to the NCAA tournament. "Last year we were able to overcome a lot of injuries to key peo-

ple, but we know we're not going to be able to sneak up on anybody this year," says Haskins. "Secondly, we want to work hard to get into the NCAA tournament. Once you get into the field of 64, anything can happen. If we can stay healthy, we will have a chance to accomplish that goal."

Returning to the front court are forward Carter, at 6 feet 8 inches, 240 pounds, and juniors Chad Kolander, 6 feet 9 inches, 225, and Jayson Walton, 6 feet 6 inches, 210. They all have nagging injuries, and Walton's chronic knee problem required surgery early in the season. The other returning front court veteran is Ernest Nzigamasabo, 6 feet 9 inches, 235 pounds. Perhaps the most improved player is sophomore forward David Grim, 6 feet 7 inches, 200 pounds, who can shoot from the three-point range and go inside to score.

Red-shirt freshman Trevor Winter, 7 feet, 250 pounds, and true freshman John Thomas, 6 feet 9 inches, 250 pounds, give the Gophers the size and strength they were missing last year. "I really feel good about our front court," Haskins says. "Chad has already proven that he is a very good defensive player now he needs to score more for us this season. We need to keep a close eye on Randy [Carter]. He can be one of the top rebounders in the Big Ten this year, providing he can stay healthy. We have some flexibility up front in that we can play a number of our people in a variety of positions."

One reason the Gophers didn't make the NCAA tournament field last year was a weak preseason schedule. That's not the case this year with games against powerhouses North Carolina and Kansas in the preseason NIT tournament and competition against teams like Clemson, Virginia, and Georgia.

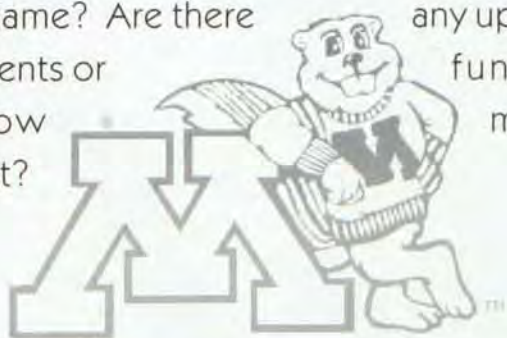
The Gophers can expect stiff competition from Michigan, Indiana, and Purdue for the Big Ten championship. Despite losing star forward Chris Webber to the pros, Michigan appears to be the top contender. The Gophers are in contention for some top recruits who will decide on a college in the spring. But they've already signed two of the top guards in the country—Sam Jacobson from Cottage Grove, Minnesota, and Eric Harris from New York City—and the future looks bright.

Gopher Alumni and Fans....

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EDITED BY MAUREEN SMITH



TENURE TERMINATION PROCEDURES have been launched against longtime professor and surgeon **John Najarian**, University President Nils Hasselmo announced in October. An eleven-month internal investigation showed that for 22 years Najarian and others ran an unlicensed transplant drug operation grossing \$80 million and failed to assure that patients were informed the drug was experimental. The ALG program leadership for years misled the Food and Drug Administration to believe ALG was not being sold, while telling the University that ALG was making money, the report says.

"A university is built on values. A university that does not stand up for its values is not worthy of the name," President Hasselmo said. Najarian's "many great contributions to human transplant surgery are not what is at issue here," he said, but "neither can they be an excuse or justification in any form for what has occurred."

The regents' vote on the **University 2000 plan** was moved back one month, from December to January. The concern had been that the administration would have to rush a proposal to the regents before consultation within the University and the Conversations with Minnesota series were completed.

Common themes emerged in the first 25 Conversations with Minnesota, President Hasselmo told the regents in November. Stakeholders appreciate being asked, and "being asked early enough to have a say in the final outcomes," he said.

The regents heard good news from Gerald Fischer, chief executive officer of the University of Minnesota Foundation: 1993 was an **excellent year in fund-raising** for the University. The total of \$59.2 million in gifts was up 15.2 percent from 1992. In the most recent (1992) rankings, the University was seventh among all universities in the country, with \$127.2 million in voluntary support (including grants from foundations). Although the University ranks high in general support, one concern is the low rate of giving by alumni.

A **reorganization plan for the health sciences** was approved by the regents in October. The plan brings together hospital, clinic, and medical faculty under an

umbrella University of Minnesota Health System (UMHS). Reorganization is "a matter of extreme urgency," said Winston Wallin, special adviser to the president and retired chief executive officer of Medtronic. "We can't compete unless we get the doctors and the hospital together."

Gregory Hart, general director of the University of Minnesota Hospital and Clinic-Variety Club Children's Hospital, was named president of the newly formed UMHS. Hart, who has been the hospital's general director since July 1992, assumed his new responsibilities immediately.

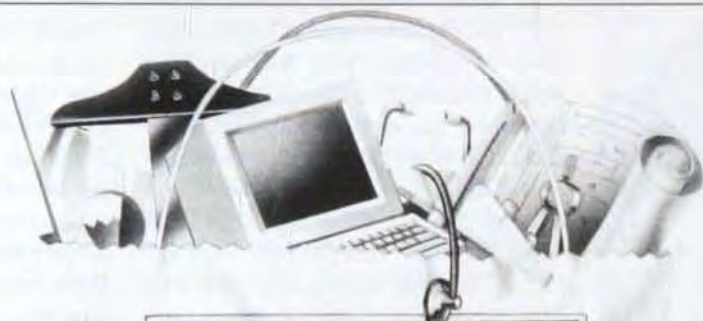
The regents met in closed session in November to discuss specific marketing and contracting issues related to UMHS. In a statement after that meeting, Regent Jean Keffeler said that the local health care environment is becoming increasingly competitive, and "state law, and perhaps federal law in the future, will require our health system to participate in integrated service networks, or ISNs." Health care providers and managed care plans are forging strategic alliances, and in some cases are merging. The UMHS must be "responsive to these changes in the health care delivery environment."

Fall enrollment was 48,524 on all four campuses, a ten-year low. The University is on track to meet its agreement with the legislature to lower undergraduate enrollment by 6,500 full-year-equivalent students over six years to reduce overcrowding and improve quality.

The number of high school graduates new to college is up 6.6 percent systemwide and 8 percent on the Twin Cities campus. Minority student enrollment increased from 4,380 (8.9 percent) to 4,765 (9.8 percent). Asian Americans posted the largest gain, but all minority groups showed increases. Enrollment by campus: Twin Cities 37,548 (down 1.2 percent), Duluth 7,586 (down 0.8 percent), Morris 1,933 (up 0.5 percent), Crookston 1,457 (up 7.8 percent).

The Carlson School of Management announced in November that the school's namesake, **Curtis L. Carlson**, founder of Carlson Companies, has committed a lead gift of \$10 million toward a \$20 million capital campaign for a new building to house the school. His total giving to the Carlson School is now \$28 million.

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REPORT



Highlights of the people, programs, benefits, and services of the University of Minnesota Alumni Association

National President

I'm mad. I don't like hearing the University described as average.

I was at my in-laws' recently when my husband handed me the October 4 issue of *U.S. News & World Report* and said, "I think you'll want to read this." The cover read, "1994 College Guide—America's Best Colleges—Exclusive Rankings." I take great pride in my University of Minnesota education, so, with my husband's two boys hanging over my shoulder to see how Minnesota stacked up against their father's alma mater, Notre Dame, I turned to the rankings to see how the University had fared. And there we were in the second quartile—with schools ranked 52nd to 102nd. (An inquiry to *U.S. News & World Report* revealed that the University of Minnesota, Twin Cities, ranked 55th among 204 national universities.) To make matters worse, Notre Dame ranked 25th.

I was angry and embarrassed. Not only had the experts spoken, but their message was now being carried to readers all over the country, and probably the world. The only conclusion that could be drawn was that the University of Minnesota is not one of the preeminent institutions of higher education in the nation. We had been deemed average.

And it was not as if only private universities made the grade. Ahead of the University were several other public institutions: Berkeley, UCLA, and the University of Michigan ranked in the top 25 schools. In the first quartile (schools ranked 27th to 51st) appeared nearly the entire California school system, the University of North Carolina, the University of Illinois at Urbana-Champaign, and our next-door neighbor, the University of Wisconsin at Madison.

Minnesota. The state heralded for its

strong commitment to education. How could we be perceived to be average?

The statistics cited in the article provided a few insights. Sixty-four percent of Michigan's incoming freshman class graduated in the top 10 percent of their high school class. At Berkeley it was 95 percent, at UCLA 93 percent, at North Carolina 76 percent, at Illinois 55 percent. Only 26 percent of University of Minnesota freshmen graduated in the top 10 percent of their high school class. On the flip side, while Michigan graduated 83 percent of its incoming students—at North Carolina the rate was 79 percent, at Illinois 78 percent, and at Wisconsin 67 percent—the graduation rate at Minnesota was 42 percent. Is the University really fulfilling its mission of fully educating students if more than half are leaving without a degree?

When you consider these statistics alongside others, you cannot help but be concerned and disappointed. In the past three years, reductions in state funds and losses resulting from inflation have reduced the University's funding by \$59 million. A recent University-conducted comparison—with UCLA, the University of Michigan, the University of Wisconsin at Madison, and the University of Washington—found that Minnesota had the fewest full-time faculty members of the five schools, despite having the largest student body. At the same time, our faculty are enduring their second salary freeze in three years, placing the average faculty salary among the lowest in the Big Ten. Do we really think our faculty will stick with us when the message is that at Minnesota you are expected to do more with less?

The message from *U.S. News & World Report* that the University of Minnesota is

not a first-rate institution is simply not acceptable. But the article contained additional revealing information: Minnesota was ranked 26th in academic reputation by its university peers. Presidents, deans, and admissions officers across the country uniformly recognized that the University's product—the quality of its education and research—is among the finest in the nation.

This is why President Nils Hasselmo's University 2000 plan is so timely and has so much appeal. It endorses the concept that "the University of Minnesota of the 21st century must be a leading, global academic institution with research and graduate, professional, and undergraduate teaching second to none." It further acknowledges that the University must at the same time demand more of its incoming freshmen and then work to provide them greater service and less bureaucracy—a user-friendly education.

The higher education community believes we have a product to be proud of. But it is also sending us a warning signal: University of Minnesota, you are already losing your best students to other schools. If you do not clean up your act, you stand to lose a whole lot more—faculty, donors, research dollars, and ultimately your academic standing.

As citizens of this state, and as alumni and donors of this institution, we can no longer afford, expect, or support anything less than University 2000. The University must entice outstanding students to its doors; it must then commit its resources to providing them with a world-class learning experience second to none.

Besides being mad, I am also impatient. Why wait until the year 2000? Let's get started now.

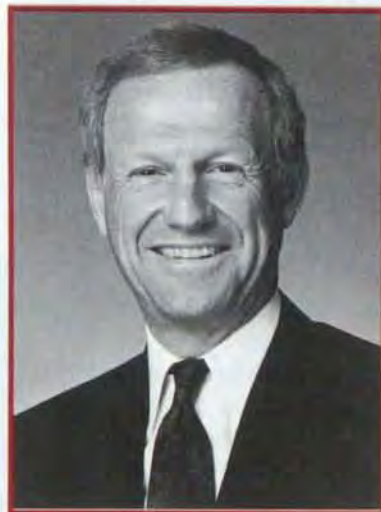


Janie Mayeron

One of Minnesota's Leading Exports Is Coming Home to Talk with You!

The University of
Minnesota Alumni
Association
90th Anniversary
Celebration

5:30 p.m., Tuesday, May 10, 1994
Gibson/Nagurski Football
Complex



Harvey Mackay
Best-Selling Author
with Books in more than
80 Countries and 30
Languages
Nationally Syndicated
Columnist

EARLY BIRD RESERVATION FORM

Yes! I would like to order tickets to the 90th Anniversary Celebration of the UMAA. My UMAA member number is _____

(If you are not yet a member you can join below.)

	Quantity	Price Each	Total Price
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Nonmember		\$40	
UMAA Annual Single Membership		\$30	
Minus Early Bird Discount		\$5	
Total			

Enclosed is my Check Charge Authorization for \$ _____
 Visa MasterCard

Account Number _____

Exp. Date _____

Name _____

Address _____

City _____

State _____

Zip _____

Make checks payable to and mail to:

The University of Minnesota Alumni Association
501 Coffman Memorial Union
300 Washington Avenue SE
Minneapolis MN 55455-0396

Harvey Mackay, international author and nationally syndicated columnist, will come home to speak at the 90th anniversary celebration of the University of Minnesota Alumni Association (UMAA).

Mackay is an alumnus of the University of Minnesota class of 1954, business entrepreneur, and past national president of the UMAA. He has written three nationally best-selling business-related books, two of which have reached the *New York Times* best-seller list—more than 7 million total copies sold!

Prior to Mackay's speech, each of the 17 collegiate alumni societies will host gathering areas where you can meet old friends and learn more about your college or school. Photos and stories from the 90-year history of the UMAA will be on display. Come to campus early to visit your collegiate unit or a favorite professor and to see what has changed since your University days—you may want to drop by the new art museum.

EARLY BIRD \$5 DISCOUNT

Make your reservations by mail—by April 1, 1994—and get \$5 off per ticket order. With only 2,500 tickets available, there's a good chance that this event will sell out so make your reservations early.

UNIVERSITY OF MINNESOTA
ALUMNI ASSOCIATION

SALUTE

TO THE BEST

AT THE END OF EACH ACADEMIC YEAR—AFTER THE UNIVERSITY OF MINNESOTA Alumni Association (UMAA) annual meeting and the final national board meeting, after society and chapter programs break for a summer hiatus—there's still one thing to be done: recognize and thank alumni volunteers for the year's work. ☞ Because every volunteer as well as every chapter and every society contributes to a clearer alumni voice and a stronger UMAA, singling out individual people and groups for recognition is both an enjoyable and a difficult process. ☞ "Every one of our volunteers is a star," says Margaret Sughrue Carlson, UMAA executive director. "We have hands-on alumni who are ready to roll up their sleeves and work. Some of them do it in a public way, and others do it behind the scenes. Some of their accomplishments are the cumulative results of years or even decades. Others have made a phenomenal contribution during a single year. The tough thing about awards is deciding whom to recognize publicly as 'winners.'" ☞ That task falls to the UMAA's Nominating/Awards Committee, which accepts nominations from the membership at large. Award winners were honored at the UMAA holiday party and awards celebration held at the Frederick R. Weisman Art Museum on the Twin Cities campus. ☞ Selected as 1992-93 National Volunteer of the Year was Bryan Beaulieu, a 1972 graduate of the Institute of Technology, who is profiled on page 54. Other top contenders for this honor were Joe Gibilisco, Rochester (Minnesota) Area Alumni and Friends; Julie Johnson, College of Pharmacy Alumni Society; Dee McManus, College of Biological Sciences Alumni Society; Dee Peterson, Washington, D.C., Chapter; and Willard Powell, School of Dentistry Alumni Society. ☞ Chapters and societies receiving awards were the Rochester Area Alumni and Friends, Outstanding Alumni Chapter; Hubert H. Humphrey Institute of Public Affairs Alumni Society, Outstanding Alumni Society; and the Red Wing (Minnesota) Area Chapter, Program Extraordinaire. Astronomy professor emeritus Karlis Kaufmanis was selected as Outstanding Friend.

Hats off
to these
1992-93
award
winners

OUTSTANDING ALUMNI SOCIETY

Hubert H. Humphrey Institute of Public Affairs

The Hubert H. Humphrey Institute of Public Affairs Alumni Society is "a volunteer-directed and volunteer-energized" group, says Lynne Schuman, the institute's alumni affairs coordinator. "Recruitment of new board members is taken seriously, as are the competitive elections that bring them into office."

The 1992-93 board, in its initial planning retreat, developed goals in three areas: service to students, service to alumni, and relations between alumni and the institute. A board member was appointed to head a committee to pursue each of the goals, and the results were noteworthy.

Mentoring and scholarships are the group's primary contributions to students. The mentoring program, in its sixth year, had 86 participants, the largest group ever. In addition to matching students with alumni mentors, the committee planned group events and arranged student visits to the legislature and to a company that deals with environmental issues.

Two groups—one for fund-raising and one for administering and awarding grants—oversaw the third year of the scholarship program. Alumni and students raised \$28,000 for the program, which has paid the tuition of 22 students in their second year of study.

Receptions for alumni were held in the Twin Cities, Washington, D.C., and Madison, Wisconsin, during the year. Alumni attended the first in a series of Twin Cities luncheon programs—the spring 1993 topic was health care reform—that were to continue into the 1993-94 year, and they participated both to offer and to seek employment in a career program planned jointly with the School of Public Affairs. A spring 1993 survey of alumni resulted in a new alumni directory.

For the first time in the history of the Humphrey Institute, its alumni are part of internal decision-making processes: Alumni representatives were appointed to the institute's curriculum and admissions committees and to the task force planning a new midcareer program. Alumni also began to discuss recruitment and admissions. Board officers regularly met with Dean G. Edward Schuh, and Schuh was invited to meet with the full board.

"The board structure," says Schuman, "turned good ideas into real actions through clear lines of responsibility and regular reports from each committee." The monthly board meetings were "very busy and very productive."

OUTSTANDING ALUMNI CHAPTER

Rochester Area Alumni and Friends

Reorganized Rochester, Minnesota, alumni chapter made a strong showing in 1992-93. Past president Joe Gibilisco and current president Diane Quinn are among the 21 dedicated volunteers who made it happen. "We

are a very enthusiastic and committed group," says Quinn.

The year's activities included:

- A fall 1992 homecoming rally that drew 65 people—"our first event as a reorganized chapter," says Quinn.

- The Star of Bethlehem lecture by astronomy professor emeritus Karlis Kaufmanis, which drew 120 people. "Our mailings and contacts were growing in effectiveness."

- An annual meeting and dinner at which University President Nils Hasselmo was guest speaker. The event attracted media coverage, corporate sponsorship, and an audience of 150. "We definitely established a University presence with this event," says Quinn.

- Establishment of a scholarship program with the goal of annually awarding \$1,500 each to two second-year students at Rochester Community College who wish to continue their studies at the University.

In its first year, the group focused on social events to encourage communication and fellowship, says Quinn. Goals for 1993-94 focus on building a more formal structure, recruiting members, and raising funds for the scholarship program. Activities planned included a tennis tournament (a fund-raiser for the scholarship fund) in September, a homecoming pep rally in October, a University Marching Band concert in November, and the annual meeting and dinner in February.

PROGRAM EXTRAORDINAIRE

Red Wing Area 1993 Spring Banquet

The Program Extraordinaire Award recognizes an event that makes a significant contribution to the UMAA, University, or alumni chapter or society goals.

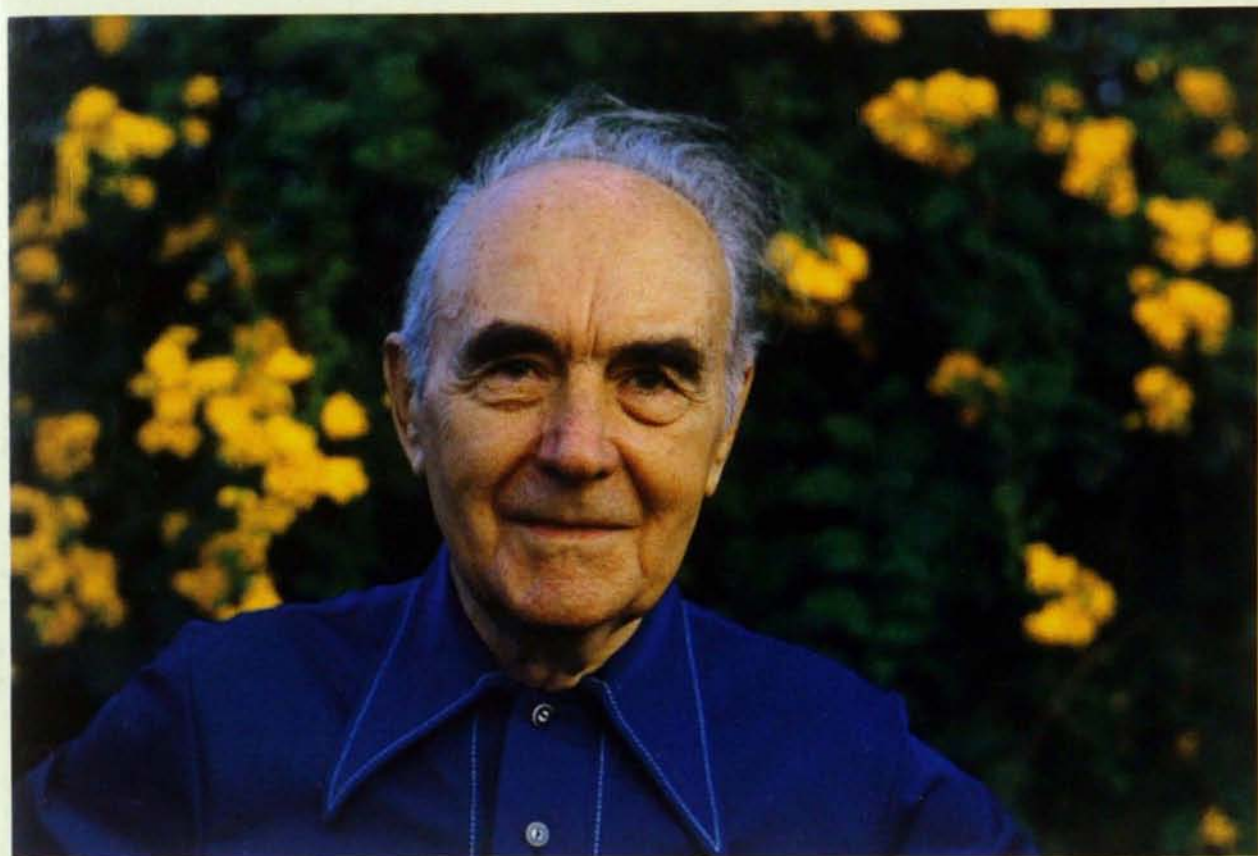
The 1993 spring banquet in Red Wing, Minnesota, did all three.

Radio announcements and newspaper ads drew 105 people, including 10 high school students, to the event.

University President Nils Hasselmo spoke at the banquet on "The University and the Future." Before the dinner and program, a social hour gave alumni an opportunity to talk informally with President Hasselmo and his wife, Pat, and with regents Bryan Neel and Elizabeth Craig, local government officials, and Minnesota Lieutenant Governor Joanell Dyrstad. Meanwhile, local high school students were meeting with two current University students and a representative of the admissions office.

Red Wing area alumni did virtually all of the planning and all of the work, says UMAA program director Sandra ("Sam") Berens: "The entire event was volunteer-driven." In addition to arranging the logistics and inviting Hasselmo, they contacted the high school guidance counselor, high school students, and local government officials.

"This event promoted alumni connection, fellowship, and advocacy as well as student recruitment," says Berens. "The local chapter's mission is to provide community service by being a University resource to the community. This program was an extraordinary accomplishment of that mission."



OUTSTANDING FRIEND

Professor Emeritus Karlis Kaufmanis

Karlis Kaufmanis taught astronomy at the University of Minnesota for sixteen years. Toward the end of every fall quarter, as December and the holidays approached, his students knew they could look forward to his lecture on the Star of Bethlehem.

Now Kaufmanis is retired and his students long ago became alumni, but he never tires of the story of the star, and neither do they.

For several years, Kaufmanis has been coming to Minnesota from his home in Florida to tell the story again and again to groups of alumni around the state during the holiday season—in Rice-Steele Counties, St. Cloud, Rochester, Bemidji, and Brainerd in 1992 alone. (And to other groups in 1993.)

Kaufmanis surmises that the Wise Men we read of

in the Bible were astrologers from a Jewish colony in Babylonia who followed a conjunction of Jupiter and Saturn in the eastern sky to Jerusalem in the fall and then to Bethlehem in December. He believes that the conjunction of the planets was what we know as the “star” of Bethlehem.

Even after 1,200 lectures on the subject, “the Star of Bethlehem twinkles in his eyes [and] sparkles in his heart,” reported the *St. Cloud Visitor* on December 24, 1992.

Born, raised, and educated in Riga, Latvia, Kaufmanis won a number of teaching awards, including the College of Liberal Arts Distinguished Teacher Award, during his years at the University of Minnesota. The Outstanding Friend Award is the highest honor the UMAA bestows on someone who is not an alumnus of the University of Minnesota.

K I D S *F* I R S T

For 1992-93 National Volunteer of the Year
 Bryan Beaulieu, thinking big meant thinking small—
 about our schoolchildren

By all accounts, it was an amazing scenario: more than 10,000 elementary and junior high students swarming the University of Minnesota's Minneapolis campus in hard hats, building what may be the world's biggest globe. And by all accounts, it was pretty much the vision and the work of one man—Bryan Beaulieu, a 1972 graduate of the Institute of Technology (IT)—that made it all possible.

Beaulieu was named University of Minnesota Alumni Association 1992-93 National Volunteer of the Year in recognition of that spectacular day last May and the months of planning that went into it.

"When I left the University twenty years ago, I was somewhat critical of how it was positioned in the minds of its customers—students," says Beaulieu. "I always thought, if anyone ever asks me . . ."

It took a while before the University got around to asking, but ultimately Beaulieu, as founder and president of Skyline Displays in Burnsville, Minnesota, was asked to get involved in an IT poster project. "It looked like it was designed by an engineer—and that's not a compliment from an art point of view," says Beaulieu, whose degree is in mechanical engineering.

Next he was asked to chair a committee to plan a project for the 1993 IT Week celebration. This was on a Friday. On Monday, he proposed a stunning—some said impossible—idea that ultimately would reconnect hundreds of alumni with the University, involve dozens of current University students, and introduce thousands of schoolkids to practical involvement with math, science, engineering, and geography.

"It's pretty simple conceptually," he says of the giant globe. "I've always thought of myself as an inventor."

As a shy kid growing up in the Minneapolis suburb of Hopkins, Beaulieu says, he was more likely to be taking apart a radio and making the parts into something else than to be playing baseball. "I'm not very good at baseball."

Essentially, the IT Week project was a "big trick" to get kids interested and on campus, Beaulieu says. "If it's not fun, kids won't want to do it, and no one ever shows an end result"—of science, math, engineering—"that's fun." In the Junior Achievement groups he'd worked with, Beaulieu found that the kids had "no mental image of engineering."

Beaulieu's own experience as a University student had more to do with survival than inspiration, he says, and when he graduated he saw no reason to maintain a tie. But when he was finally asked to come back, he spent the better part of three

months building ties for the University—with alumni, with kids and communities throughout the state, and with its own students. "The real fun was in creating a temporary network to accomplish a goal together," he says.

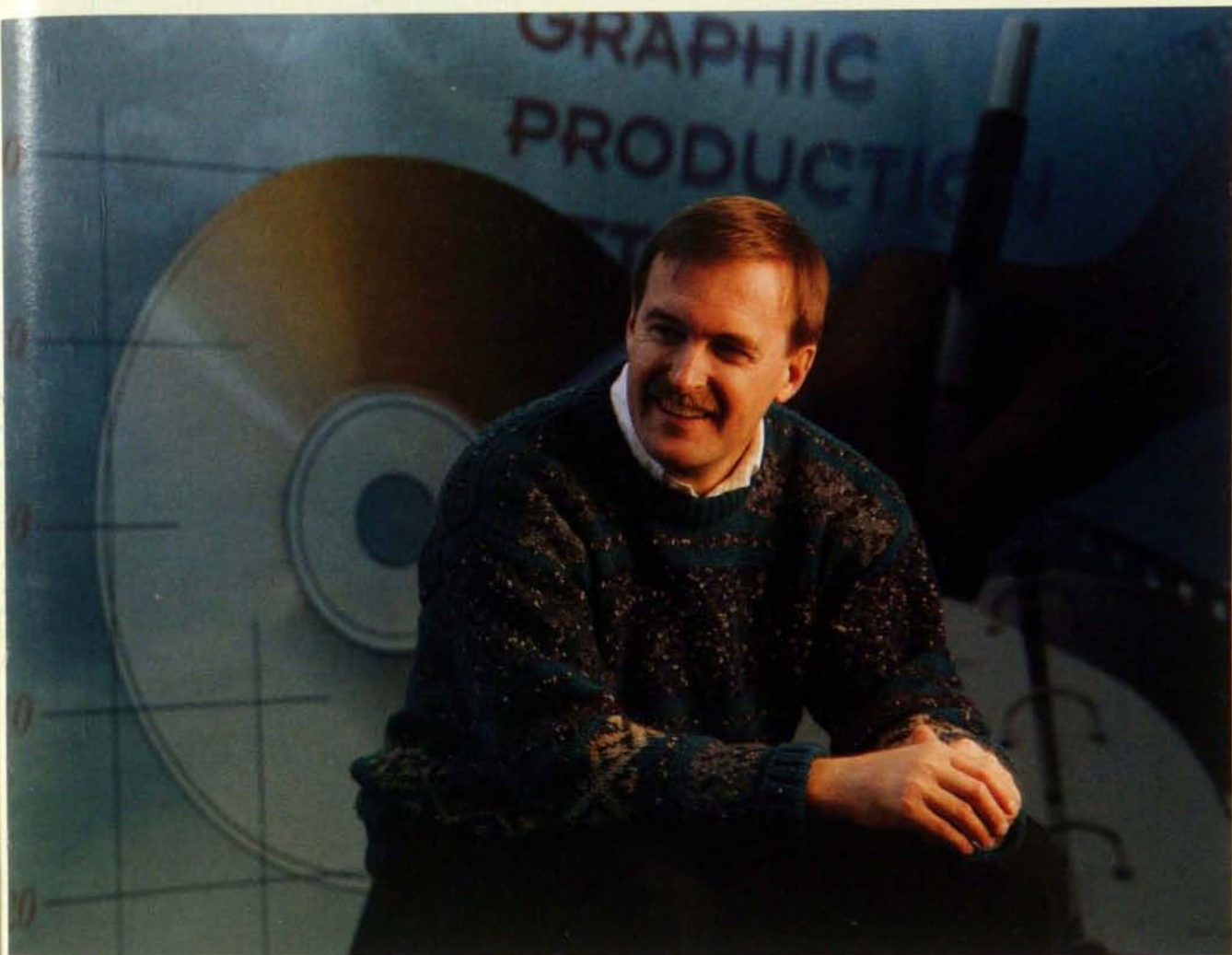
In short, this is what happened: Beaulieu and Skyline designed and manufactured an aluminum framework for a scale model (1 to 1 million) of the earth and a "skin" of triangular panels of a polycarbonate material (donated by General Electric) to be fastened to the frame with a kind of super Velcro (donated by 3M).

Meanwhile, back at IT, letters went out to alumni and to every school and school superintendent in the state, inviting them to participate. Eventually, the project involved more than 11,500 children in 185 schools, along with more than 200 alumni and 150-plus University students.

The University's Geometry Center helped divide the globe into 1,620 triangles (about three feet on a side) with latitude and longitude lines that would enable students in participating schools to determine the lakes, rivers, and political boundaries to paint on the parts of the world assigned to them. Alumni volunteers helped students look up their parts of the world (in top-of-the-line atlases donated by Random House). Retired Honeywell engineer Bill Jurchisin, for example, worked with students at Burnsville's William Byrne Elementary School on a part of Africa that includes Chad, Egypt, and Sudan. A fifth grader from Oak Ridge Elementary School in Eagan, whose class was working on western Australia, told his local newspaper that it required care not to confuse the red lines (roads) and the blue lines (rivers).

On May 4, 1993, more than 10,000 students met on the mall in front of Northrop Auditorium to assemble the 42-foot globe. The sections were raised by kid power: Students took turns pedaling a bicycle connected to a lifting crane with special gears. The event took on "the atmosphere of an old-fashioned American barn raising," says Mike Mraz, Skyline programming director. The globe was originally scheduled to stay on the mall for only a few days, but it was so popular that several of the University's colleges requested that it stay through their commencement ceremonies.

Newspapers throughout the state wrote about the students from their communities who had helped build the globe: The *Perham Enterprise Bulletin* reported that 28 Perham seventh graders were there; the *Austin Daily Herald* noted that 10 Southgate Elementary School fifth graders had a hand in it.



So where was Beaulieu while all of this was happening? Everywhere, it seems. He provided the idea and the engineering. He sold the project to University leaders and to the corporate sponsors who donated materials. He worked on a sample panel (Ecuador, with 28 different states) to make sure the idea was going to work. He designed the bike system for raising the panels to ensure that it would be safe. And, of course, he was in the thick of it on May 4 as the globe rose from the mall.

The event is recorded on a videotape—part education, part entertainment—now being distributed by Skyline. In a speeded-up sequence at the end of the video, a dome suddenly blossoms in front of Northrop and turns into a globe with startling speed. Since May, the globe has appeared at the Minnesota State Fair and, as part of an event called Ecocommunity, at the Mall of America in Bloomington. It crossed the U.S. border for the first time in September to make an appearance in Monterrey, Mexico. Beaulieu hopes to send it around the world and ultimately involve more than 10 million children over the next five years.

You'll probably be hearing more about Bryan Beaulieu in the years to come. Now that he's back, he says, he intends to maintain his ties with the University—and you can bet that there are plenty of people in IT who will be maintaining their

ties with *him*. Here's what several of them said in support of the idea of naming him National Volunteer of the Year:

■ "I can think of no other person who . . . has contributed more to the prestige and visibility of IT through volunteer effort than Bryan Beaulieu," wrote Gordon Beavers, who as acting IT dean was instrumental in bringing Beaulieu back to campus.

■ "His outstanding volunteer efforts provided a valuable link between the corporate world and the University, between the alumni and IT students, between the alumni and the University administration. He is every university's dream of a volunteer who cares, commits, leads, and produces," wrote IT special events coordinator Marilyn Scapanski.

■ Beaulieu "built this new world for children . . . his, yours, and everyone's," wrote metallurgical engineer Kalman Abrams, '47.

As the Twin Cities *Star Tribune* said, in an editorial published on the day the globe was assembled: "For those school-kids, the university is no longer a big, foreign place, and engineering no longer something unattainably complex. Now, the University is where a friend studied, and engineering is what we did together with the globe—and what I might study at the University someday, too."

Board Briefs

UNIVERSITY PRESIDENT NILS Hasselmo has committed \$91,500 to the University of Minnesota Alumni Association (UMAA) for student recruitment and young alumni programming, the UMAA national board was told at its September meeting.

ENHANCING THE STUDENT EXPERIENCE is a developing association theme, UMAA National President Janie Mayeron told board members. In addition to exploring ideas for recruiting and young alumni programs, the association will be committing more resources to mentoring

programs, she said; a goal is to have mentoring programs in sixteen of the seven-teen alumni societies.

PRESIDENT HASSELMO ATTENDED THE September board meeting to discuss his University 2000 plan. He told the board that the plan is designed to strengthen the University's distinct historical role as Minnesota's only land-grant research university, and he encouraged board members to come forward with questions and suggestions during the months set aside for discussion of the plan.

MENTORING PROGRAM DIRECTOR Jayné Caldwell told the board that she will be working this year with the African-American and Asian/Pacific Islander Learning Resource Centers on the Twin Cities campus to establish collaborative mentoring programs. Having first determined what programs already exist, she will be concentrating in 1993-94 on defining how mentoring fits into the student experience and what effect it has on student retention.

MARGARET CARLSON, UMAA EXECUTIVE director, updated the board on staff restructuring. UMAA managers now report directly to Carlson, allowing her closer contact with their work and, through them, with UMAA members. The position of associate executive director, formerly held by Jane Whiteside, who is now staffing the University's strategic planning efforts, will not be filled.

MEMBERSHIP AND MARKETING DIRECTOR Al Anderson reported on a survey of alumni. Respondents said that athletic events and extension classes are among the reasons they would come back to campus. They said that access to the University E-mail network and, via University systems, to the national Internet might entice them to join the association. E-mail and Internet access is a new UMAA member benefit.

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Speak Out

What has winning a UMAA award meant for your group?



Richard Walter
 '59 B.S.
 1992-93 and 1993-94 President
 Red Wing Chapter

It's a great honor to win the UMAA Program Extraordinaire Award—and last year we won the Outstanding Chapter Award. The chapter hadn't been active for many years, and then about three years ago we reorganized and set specific goals. The board now meets regularly every other month, and sometimes monthly. Among our primary goals is to inform parents and high school students about the University of Minnesota. I was the Goodhue County extension director for twenty years—and on the extension staff for ten years before that—so I have had close ties to the University for a long time. President Hasselmo was the speaker at our 1993 spring banquet, the event for which we won the program

award. We picked up the tab for dinner for students who wanted to attend to make it more enticing for them.



Diane Quinn
 '73 B.S.
 1993-94 President
 Rochester Area Alumni and Friends

We're extremely honored to have won the UMAA Outstanding Chapter Award, especially since there are so many wonderful chapters. We call our group the Rochester Area Alumni and Friends because our members aren't necessarily alumni, although they believe in the maroon and gold every bit as much as alumni do. There is a strong historical connection between the University and Rochester, and there are many people here whose support of the University goes well beyond their enthusiasm for Gopher teams. Joe Gibilisco, last year's

president, was really the mover and shaker in our reorganization. I'm walking in his footsteps this year, and we're off to a good start. We doubled attendance at our Homecoming pep rally in just one year, and our September tennis tournament [a fund-raiser for scholarships] was very successful.



Robert McDivitt
 '81 B.A., '90 M.A.
 1992-93 President
 Humphrey Institute of Public Affairs
 Alumni Society

The Humphrey Institute Alumni Society has always been about connecting alumni with the University, which we do in two main ways: our mentor program and our scholarship program for second-year students. I believe that we were one of the first of the University's alumni societies to have a mentor program, and it has been exciting to see mentoring and scholarships spread among the other alumni groups. A long-term goal of getting alumni involved in the operations of the Humphrey Institute came to fruition last year. Ed Schuh, dean of the institute, opened the door to us, and there are now alumni on the institute's curriculum and admissions committees, and on a task force on midcareer programs. The UMAA Outstanding Alumni Society Award confirms our efforts to make connections between alumni and the University. We're excited to have won it.

FACT FILE

Alumni societies (affiliated with University colleges) and chapters (organized by geographical location) were active throughout Minnesota and the United States in 1992-93.

Alumni chapters	25	Collegiate alumni societies	17
in Minnesota.....	11	Society special events	61
outside Minnesota	14	Mentoring programs.....	11
Minnesota chapter events	18	student/mentor pairs	336
average attendance	71	Scholarship programs	9
National chapter events	36	scholarships	34
average attendance	41	total amount	\$41,200
Chapter projects*	23	Recognition programs	
		graduating seniors	5
		faculty/alumni/friends.....	11

*Including student recruitment, student award fund-raising, and legislative briefings

An Unfulfilled Dream

IN TERMS OF BRICKS AND MORTAR, 1993 was a dream come true at the University of Minnesota.

In May, the Ted Mann Concert Hall made its debut, garnering praise as one of the best performing halls in the Twin Cities. In August, the new Mariucci Arena opened, setting the standard for state-of-the-art collegiate hockey facilities. In November, the Gopher basketball team inaugurated the renovated Williams Arena by beating Rice and retiring former Boston Celtic star Kevin McHale's Gopher number 44 during halftime ceremonies. Later that month, amid glitz and glamour worthy of a Hollywood premiere, the Frederick R. Weisman Art Museum opened to the critical acclaim of museum aficionados around the country. And in December, University women athletes celebrated having a home of their own at the Sports Pavilion dedication, following their victory in the Dial Classic basketball tournament.

While I savor each of these unique facilities on the Twin Cities campus and the excitement, happiness, and pride that they bring to our academic city, there is one important dream yet to be fulfilled—an alumni/visitor center. The University of Minnesota is one of the few major universities in the country without a "front door," a place to welcome prospective students, returning alumni, members of the campus community, and friends of the University and to celebrate the unique heritage and tradition of the institution.

When a project doesn't gel as quickly as you hoped, you have to ask yourself some basic questions: Is it a good idea? Do you have committed volunteers involved? Is the timing right?

For the alumni/visitor center, the answer to all of these questions is yes.

The center—designed to house prospective student programs, alumni association offices, heritage galleries, a great hall, meeting space, an alumni plaza, and much

more—is undoubtedly a good idea. It will be ideal for everything from celebrations recognizing new Regents' Professors and student scholarship winners to private meetings between advisers and prospective students. The heritage galleries will proudly remind us of our past and current achievements.

The new center will also be an important and integral part of University 2000, President Nils Hasselmo and the Board of Regents' vision for a restructured University that is more effective, more relevant, and more user-friendly. It will help create an environment where members of our community can work, learn, and celebrate achievements. The center will be a visible symbol of the modernized and energized University as it moves out of the difficult transition years of the '90s and into the new century to reclaim its position as one of the preeminent educational institutions in the country.

Key volunteers have worked tirelessly on this project. For the past four years, Larry Laukka and Fred Friswold, Theta Chi fraternity brothers from the class of 1958, have shepherded the project with a daring combination of vision and pragmatism. And before Laukka and Friswold, dozens of other alumni association national board officers and members have envisioned the dream, ever since 1962.

There is no better campus location for the center than the corner of Washington Avenue and Oak Street, just a short walk from the new museum and all the new sports facilities. It is truly a gateway to all the marvelous people and learning opportunities at this outstanding institution.



Margaret Sughrue Carlson
University of Minnesota
'83 Ph.D.

Even the timing is right. The administration has reserved land for the center adjacent to what was once the home of Memorial Stadium and has given us until 1995 to raise the funds we need. If we are unable to do so, the land will be used for other purposes—and a once-in-a-lifetime opportunity will be lost.

So what is the problem?

Although we have contacted a number of loyal alumni, we have not yet found a key donor whose gift could catapult this

fund-raising effort from a dream to a reality. And that is the purpose of this column. I need your help in identifying individuals who might consider making a major contribution to the alumni/visitor center.

Why would this project appeal to them? It's a way to leverage their good fortune into a permanent contribution to the University of Minnesota.

Once we have our key donor, we know that there will be many others who will invest in the project. And all of you who are reading this column will have an opportunity to put your names on bricks in the alumni plaza, where you and future generations of your family can see that you made a difference at the University.

I don't want to let this idea wither away. If you want to know more about the project, or if you know someone we might call, please let me know.

We are convinced that the alumni/visitor center will be a marvelous front door to the campus and a welcoming beacon to generations of future students. Please help us fulfill our dream.

By Margaret Sughrue Carlson

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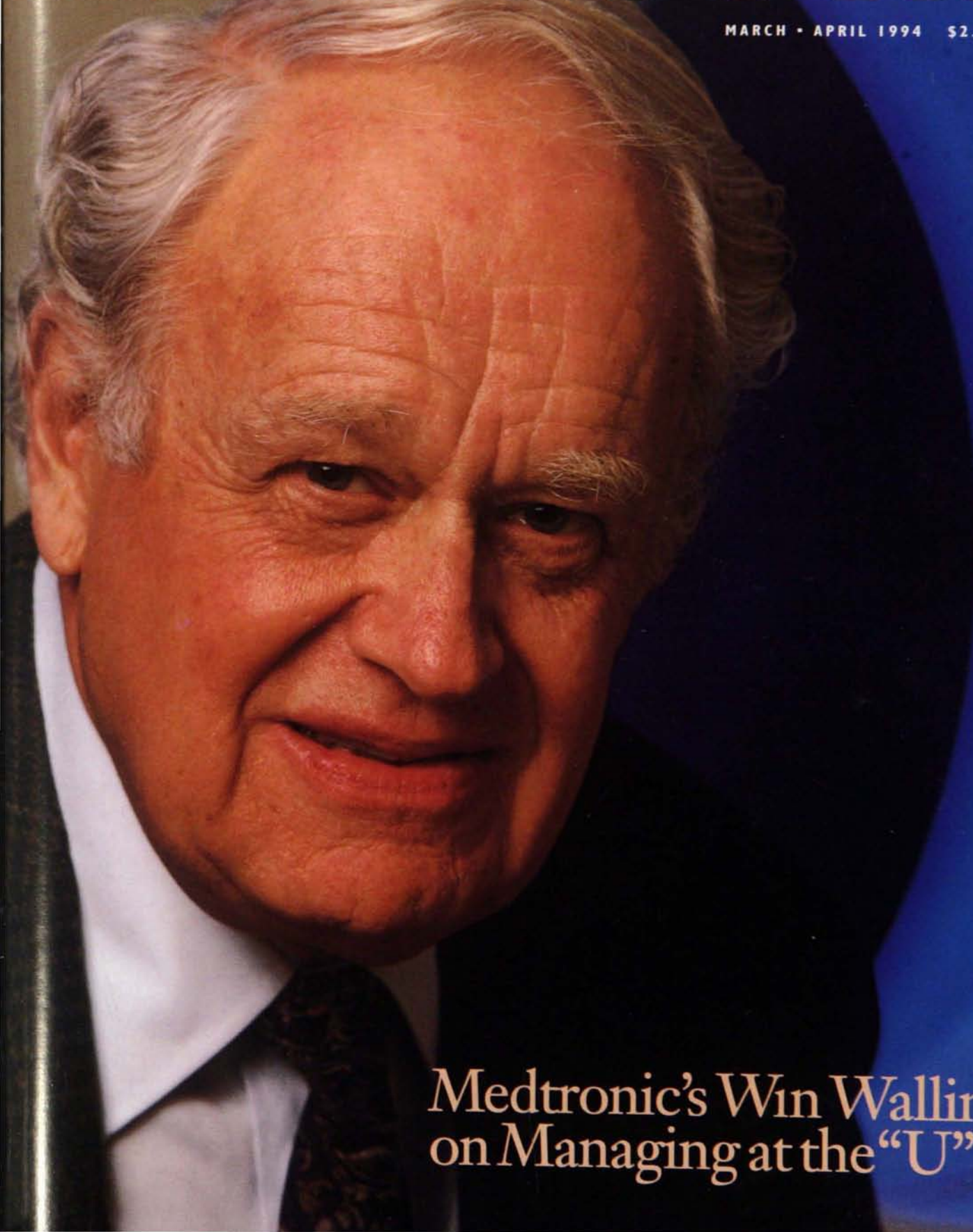
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THE MAGAZINE OF THE UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

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Medtronic's Win Wallin
on Managing at the "U"



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I N F O C U S

A Matter of Health

LAST SEPTEMBER I walked across the mall to Northrop Auditorium to attend Health Care Summit '93, chaired by U.S. Representative Martin Sabo. Following a morning of panel discussions, First Lady Hillary Rodham Clinton was to talk about President Bill Clinton's health care proposal as part of the Distinguished Carlson Lecture Series.

Nearly 3,000 health care leaders, professionals, and activists filled the auditorium and the foyer and spilled out onto the mall. It was virtually a Minnesota health care who's who. Many other leaders from around the country were also in attendance, hoping to be among the first to hear about the Clintons' proposal.

I spotted literally dozens of physicians, nurses, faculty members, community activists, legislators, lobbyists, community clinicians, and managed care, health insurance, and hospital executives and professionals that I knew were University of Minnesota alumni. Twelve of the 26 conference panelists were alumni. University President Nils Hasselmo moderated the discussion with Minnesota's congressional delegation following Hillary Clinton's speech.

With her amazing command of health care facts, figures, and concepts, Clinton captured nearly everyone's attention and respect. She not only had a national perspective, she had a Minnesota perspective. She pointed to Minnesota's leadership on the national health care scene—and the preeminent role the University of Minnesota played in creating it. She talked about alumnus Hubert Humphrey and Minnesota's culture of commitment, about the University's leadership in research, technology, medical care, preventive medi-

cine, and education. She had high praise for a Duluth campus program that produces more American Indian physicians than any other program in the country.

I was impressed not just by Clinton—who for nearly two hours did not utter one *ummm* or *ah* and answered every question without hesitation—but also by the people in the auditorium, especially by the University alumni gathered there.

It was very clear that when it comes to health care, even though Minnesota doesn't have all the answers, it is one of the most advanced states in the nation. The audience gathered in Northrop gave a clue as to why this is so: Health care in Minnesota is not just the bailiwick of a small group of professionals. It's everyone's concern.

For this issue of *Minnesota*, we have asked alumni and faculty health care leaders to respond to the Clinton plan, which is currently facing tough opposition in Congress. As I was editing their responses, I found myself wondering why I had been so impressed by the health care summit. I think it was because dozens, maybe hundreds, of alumni who are national leaders in their profession came back to campus to share their ideas and experience and to make change.

Much has been written about the 10,000 schoolchildren who built a 42-foot-high globe on the mall and the excitement they generated by making their first connection to the University of Minnesota. The summit was about the power and excitement of alumni from the world of health care reconnecting to the "U." And it could happen again in nearly any profession.

—Jean Marie Hamilton

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C O N T R I B U T O R S

MANAGING RISK UNDER FIRE

John Kostouros is a Minneapolis writer and educational consultant. His last article for *Minnesota* was a profile of former University President Kenneth H. Keller.

THE CLINTON HEALTH PLAN: A MINNESOTA PERSPECTIVE

Twin Cities freelance writer Joe Moriarity, '72, '77, specializes in health care, education, and the environment. His work has appeared in *Minnesota Medicine*, the *St. Louis Post-Dispatch*, and the (Twin Cities) *Star Tribune*.

PREPARING TO LIVE

Since 1966, Richard Byrd has been directing the national and international activities of the Richard E. Byrd Company, which is dedicated to helping people discover the joy of making a difference in their work and working together in diverse groups.

MAKING THE HOLLYWOOD CONNECTION

Minnesota contributing editor Vicki Stavig edits *Art of the West* and produces newsletters for a number of corporate clients. She also wrote "Minnesota, Now Starring in a Theater Near You" in this issue.

RECORDBREAKER

Formerly a development editor for the University of Minnesota Foundation, Karen Roach is an account executive for ArtVille, an advertising/graphic design firm.

FACULTY WHO MAKE A DIFFERENCE

Teresa Scalzo, '90, is *Minnesota's* associate editor. She also co-wrote *Campus Digest* in this issue.

CAMPUS DIGEST

Minnesota editorial assistant Kristie McPhail is a senior in the School of Journalism and Mass Communication.

IN BRIEF

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

PHOTOGRAPHY

Florida-based photographer Bud Lee started as a military photographer in 1966, became a photojournalist at *Life* in 1967, spent six years at *Esquire*, and has freelanced for *Vanity Fair*, *Rolling Stone*, and *Vogue*. Twin Cities photographer Dan Vogel specializes in product, industry, and portrait photography. Harold Sweet is a Los Angeles photographer whose work has appeared in *GQ* and *Us*. Originally from Florence, Italy, photographer Sandro Michahelles is now based in the Twin Cities; his work was exhibited recently at the NoHo Gallery in New York City. Gerry Vuchetich is staff photographer for Women's Intercollegiate Athletics at the University of Minnesota. Bill Eilers is a graduate student in the School of Journalism and Mass Communication.

ILLUSTRATION

Jean Tuttle is an award-winning New York illustrator whose work has appeared in *Premier*, *L.A. Style*, and *Psychology Today*. Linda Frichtel is a Minneapolis illustrator who has won several awards for her work.



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CAMPUS • DIGEST

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

By Teresa Scalzo and Kristie McPhail

▶ EDITOR'S PICKS

The sap is running! Celebrate the return of spring with the **Sugarbush pancake brunch and maple tour** March 26 and 27 at the Minnesota Landscape Arboretum in Chanhassen. A tour and demonstrations will be held from 10:00 a.m. to 3:00 p.m. both days, but the highlight is brunch: whole wheat pancakes with arboretum maple syrup and all the fixings. For information, call 612-443-2460.

The **Punchinello Players** will complete their 80th and final year of production with performances of *Our Town* April 29-30 and May 6-7 and 12-14 in the North Hall theater on the St. Paul campus. Built in 1902, North Hall will be torn down this summer, and the Punchinello Players will lose their home. Rhetoric professor Bill Marchand, who has been the group's faculty adviser for 32 years, said it is impractical to relocate because campus space is at a premium. The players are planning an alumni celebration following their final performance May 14; they will be contacting as many former members as possible. For information, call Marchand at 612-624-0720.

▶ "U" GOES CODE BLUE

Code Blue, the new Twin Cities campus security system, features nine-foot-tall steel columns topped with blue strobe lights. Simply by pushing a large button on the column marked "Push for Help," people can summon campus police and activate the strobe light. The Code Blue kiosks also contain hands-free speaker phones that allow people to speak directly with campus security, who are automatically notified which kiosk has been set off. Once activated, the speaker transmits sounds near the column, and the strobe flashes until a security person resets it.

"This [system] gives people a tremendous amount of confidence," says Don Hau, project manager for Facilities Management.

The Campus Health and Security Committee—made up of representatives of the University Police Department, the Department of Environmental Health and Safety, the Minnesota Women's Center, the Sexual Violence Program, and faculty, staff, and students—selected the Code Blue system last year. Eight kiosks in Minneapolis and five in St. Paul are operating now, and another will be added in Minneapolis this year. Bob Janoski, University Police Department executive assistant, met with campus groups to select the locations for the kiosks. The installed cost of each kiosk is about \$7,000.

Two other Big Ten universities—Illinois and Purdue—already have the Code Blue system.

▶ AT THE "U" PREVIEW



The 2,400 prospective students and parents who attended the recent Twin Cities Campus Preview received some helpful advice on how students can make the University a smaller, friendlier place.

■ **Join a club.** There are more than 350 organizations on campus to choose from. If none of the existing clubs is right for you, create your own. All you need are two friends and \$15 for the application fee.

■ **Get lost.** You'll learn your way around campus much faster and discover more than any map could offer. Don't overlook the tunnel system on the East Bank. It's warm and dry during the winter, cool and dry in the summer.

■ **Go to St. Paul.** There's a lot more than cows and cornfields, but many students graduate without ever seeing this pretty, serene campus.

■ **Ride the Number 13 bus.** It's a free and relaxing way to

see both the Minneapolis and St. Paul campuses.

■ **Visit your professors.**

Take advantage of faculty office hours at least once each quarter. Most professors welcome the chance to match a name to a face.

■ **Join an intramural team.**

Talent is not required and often not desired.

■ **Drink coffee.** There's at least one coffeehouse on each campus. They are great places to study, talk, or brush up on the latest in music, fashion, and politics.

■ **Ride the airwaves.** Volunteers are always needed at RADIO K, the University's student-run radio station.

■ **Learn the "Rouser."** It's a simple, catchy tune, and knowing the words may help you win a trivia contest some day.

■ **Go to a game.** Check out a game, match, or meet at the new Mariucci or renovated Williams arenas and see national champions in the making.



WHO: Tony Wagner, twenty, senior majoring in business with a minor in political science. This year's Minnesota Student Association (MSA) president and a self-proclaimed organization freak, Wagner hails from the Corn Palace capital of the world: Mitchell, South Dakota. He is also chair of the alumni relations committee for Sigma Phi Epsilon.

WHAT: Interested in politics since age six or seven, Wagner credits a cartoon character with getting him interested: "I was watching the Bugs Bunny Easter cartoon special and President Carter [interrupted the program to speak]. Ever since then, I've enjoyed politics." Wagner, who won with 48 percent of the vote in a three-way race, didn't expect to run for office this year. He didn't think he was ready, but the candidate pool changed his mind. "I looked at the candidates who were [running] and there was only one other [viable] candidate, who hadn't even been going to school full time. He'd been gone for a few years and come back for one quarter and decided that he wanted to run for president. I was concerned about that and so I got into the race."

WHY: "The big problem that we have in student government is that a lot of students don't know we exist. [MSA] hasn't been visible in the past and hasn't had a true recruiting effort, which I would like to change."

HOW: "I'd like to restructure the [student] government system. We're really ineffective now because there are too many branches. I want to set up a grant board for the fees process so that groups that don't receive fees but want to put on a big program can apply for the money. I want . . . to expand Homecoming and try some more things. I'd like to see one board that [plans] three major events—one each quarter. The spring event would have a community service aspect to it." Wagner thinks a Twin Cities campus open house could help with student recruitment, give parents a chance to see the campus, and provide a general information session for the public to learn about the University.

WHEN: Wagner plans to take a year off after graduation and go to Australia to study the Australian parliament through the University's exchange program. If that plan falls through, he says, his strong ties are likely to pull him back to South Dakota, where he would find a job in business and "eventually become involved in politics."

Approximately 4,500 freshman and 3,000 transfer students attend orientation on the Twin Cities campus each fall, and what stands out for many is their orientation leader. Orientation leaders are students from various colleges campus-wide who are chosen to reflect the diversity of the University's student body. *Minnesota* spoke with students about their experiences as orientation leaders.



Joe Driscoll,
21, junior majoring
in speech communication.
Hometown: Hutchinson,
Minnesota

Why did you become an orientation leader?

I was excited about getting involved on campus. I wanted to show others how much fun the University can be and make them aware of the groups and activities on campus.

What was your most enjoyable experience?

Becoming close to the other orientation leaders and feeling confidence in our competence.

Why did you choose to attend the University?

I was excited about its size and diverse population, and receiving a scholarship persuaded me even further.

What is your best advice to new students?

Soak up every bit of the environment. You learn a lot inside the classroom, but there is more to learn outside of it.



Leila Nourae,
20, junior majoring
in economics.
Hometown: Edina, Minnesota

How do orientation leaders serve the University community?

They are pretty much the first contact that new students have with the "U." That's why it's important for [orientation leaders] to make a positive impression on the students.

Why did you choose the University?

It's close to home and I'm a homebody. A lot of my friends who chose to go away came back after a year or two and are at the "U" now. It offers a lot of good programs, too.

Best advice?

Get involved in different organizations because you will be much better off than anyone who just comes to class and goes home.



Brad Einck,
23, senior majoring
in management and speech
communication.
Hometown: Worthington,
Minnesota

Why become an orientation leader?

It was a way to become involved in the community, meet people, and pass on things about the "U" that I'm excited about. I saw it as a great leadership opportunity.

What was the most beneficial thing you learned?

I went through a lot of self-discovery and I learned to find value in all people.

How does orientation serve?

It lets new students know what [to expect] and it gives them a taste of what the "U" is like. It is a chance to see, feel, and prepare.

Why did you choose the University?

The size intrigued me. I don't know if I realized at the time that it meant opportunity. The diversity was exciting, too, because the "U" is a city in its own right. [Many] cultures and kinds of people are represented.



Tiffany Anderson,
21, senior majoring in theater.
Hometown: Verndale,
Minnesota

How do orientation leaders serve?

Orientation leaders are a big part of [easing] the transition into the campus community. They are the student connection to all departments. They build a bridge and help prepare new students for the culture difference.

Why did you choose the University?

Because it was big. I really liked that aspect. Also, I have a great interest in the arts and there is so much culture in the Twin Cities.

Best advice?

Be flexible and open-minded to make the transition easier. I wish I could take away all the red tape and brick walls, but I can't.



Lorelei Doce,
22, senior majoring
in applied economics.
Hometown: Grand Forks,
North Dakota

Why become an orientation leader?

I didn't like orientation when I went through it, but I really liked my orientation leader. She helped me a lot. She told me about the different offices and programs and organizations on campus and that's what really got me going. I like working with and for students.

How do orientation leaders serve?

We help new students feel more secure about the University. [We] encourage individuality and we make people aware of the issues surrounding diversity.

What was your most enjoyable experience?

It's hard to pick one. I had a lot of fun with the students, especially when a quiet group came in. I didn't think that I would like this at all, but it was fun standing up there and watching them eventually pick up on my energy and being there to help them. When I think about being an orientation leader, the first thing that I think about is the friends that I made.



Matt Heindl,
21, junior majoring
in journalism.
Hometown: Appleton,
Wisconsin

Why become an orientation leader?

When I was a freshman and I came up here [for orientation], the minute that my orientation leader started talking and I saw that he was really hyper about [the University] and really energetic and excited about being here and having us be with him, I wanted to do that. From that day on, I was waiting for the day the applications came out in my sophomore year so that I could [apply to] be an orientation leader.

How do orientation leaders serve?

We are the icebreakers for the students coming in.

What was your most enjoyable experience?

Every morning just walking in, giving the introduction to the day, and seeing all the different faces—the "I don't want to be here" face or the "It's too early" look—and facing the challenge of making them all be excited.

Why did you choose the University?

I wanted to get as far away from my parents as I could because I was always kind of dependent on [them]. And I heard a lot of good things about the University. It's a big place with a lot of opportunities.

For several months during the winter, University President Nils Hasselmo and members of his cabinet met with campus and community groups to get opinions on University 2000 (U2000), the president's "working hypothesis" to take the University into the next century.

Called "Conversations with Minnesota," the talks were an opportunity for University administrators to explain U2000 and to get feedback from their audiences. Participants were asked to complete questionnaires asking what they like best about U2000, their greatest concern, the result they most desired, and advice they had for President Hasselmo. Some of their comments follow.

Duluth campus group

"Don't be reluctant to acknowledge that this is an 'elitist' approach, if elite means excellence and is based on intellectual capacity and commitment to learning and teaching."
 "[I am concerned] that we may, by becoming elitist, lose the student who could have succeeded but, because of poor high school planning, could not enter the system."

Minnesota Federation of Teachers

"Focus on student needs."
 "Serve all of the state, not just the metro [area]."
 "Restore the credibility of the University administration. It pains me that some have used this public institution for personal gain."

University of Minnesota Alumni Association National Board

"[U2000] may be derailed by charges of 'elitism.' I hope not."
 "[I hope] that graduates will have a more positive attitude toward the 'U of M' and will be supportive alumni as they enter the community."

"We should not apologize for the research mission, but explain how it contributes to undergraduate education for those students who are prepared and can take advantage of it."

College of Veterinary Medicine Advisory Council

"[I am concerned] that the proposed University 2000 appears to be placing too much [emphasis] on research and not enough on excellence in teaching and service to agricultural and rural Minnesota."

Health Sciences Advisory Council

"Make undergraduate degree program instruction the best in the Midwest."
 "We need better oversight of operations in various departments and better reports to the public on improvements."

College of Agriculture Advisory Group

"People have no way to talk about [U2000]. There are no key words, no critical concepts or examples to make the image real."

College of Natural Resources

"[The University needs] one Nobel Prize winner, one important novel written by a faculty member, more celebrity efforts, a winning football team."

College of Biological Sciences

"Attain excellence! The University of Minnesota often gets lower quality students because it does not have a reputation for undergraduate excellence."
 "The [University] needs to prod itself to become better. Being average or even good is not sufficient."

Minnesota Technology Corridor corporation

"[I am concerned that U2000] will collapse under the weight of faculty and departmental skepticism and a misinformed public."

▶ GOPHER FACT FILE



The numbers are in!

Last year on the Twin Cities campus:

- University addressing and mailing services spent almost \$1.3 million on postage to mail 11,285,500 packages, letters, and books. Included in its mailings were 3,500 bricks from Memorial Stadium.
- Admissions offices received 51,700 applications.
- The Golden Razor salon in Coffman Memorial Union gave 5,110 haircuts.
- Copies on Campus made 70 million copies.
- The St. Paul campus was home to 180 sheep, 400 pigs, 120 cows, plus a few chickens and turkeys.
- University students donated 2,360 pints of blood.
- The most common medication dispensed by the Boynton

Health Service pharmacy was birth control pills. The most common over-the-counter item sold was condoms.

- About 10,000 students and their parents took scheduled tours around the University.
- The Agricultural Experiment Station harvested 370,000 bushels of soybeans and 162,000 bushels of corn.
- Waste Management handled 9,000 tons of garbage. This would fill up 1,800 garbage trucks.
- 20,500 students received \$121.4 million in aid.
- Campus police responded to 7,868 calls.
- The Raptor Center treated 628 birds, including a record 22 snowy owls.
- University researchers received 3,005 grant awards that totaled \$263,605,563.
- The University of Minnesota Foundation received \$59.2 million from 62,498 donors, mostly to support academic programs at the University.

SOURCE: *The Minnesota Daily*, University of Minnesota Foundation

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becomes just another
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UNIVERSITY OF MINNESOTA

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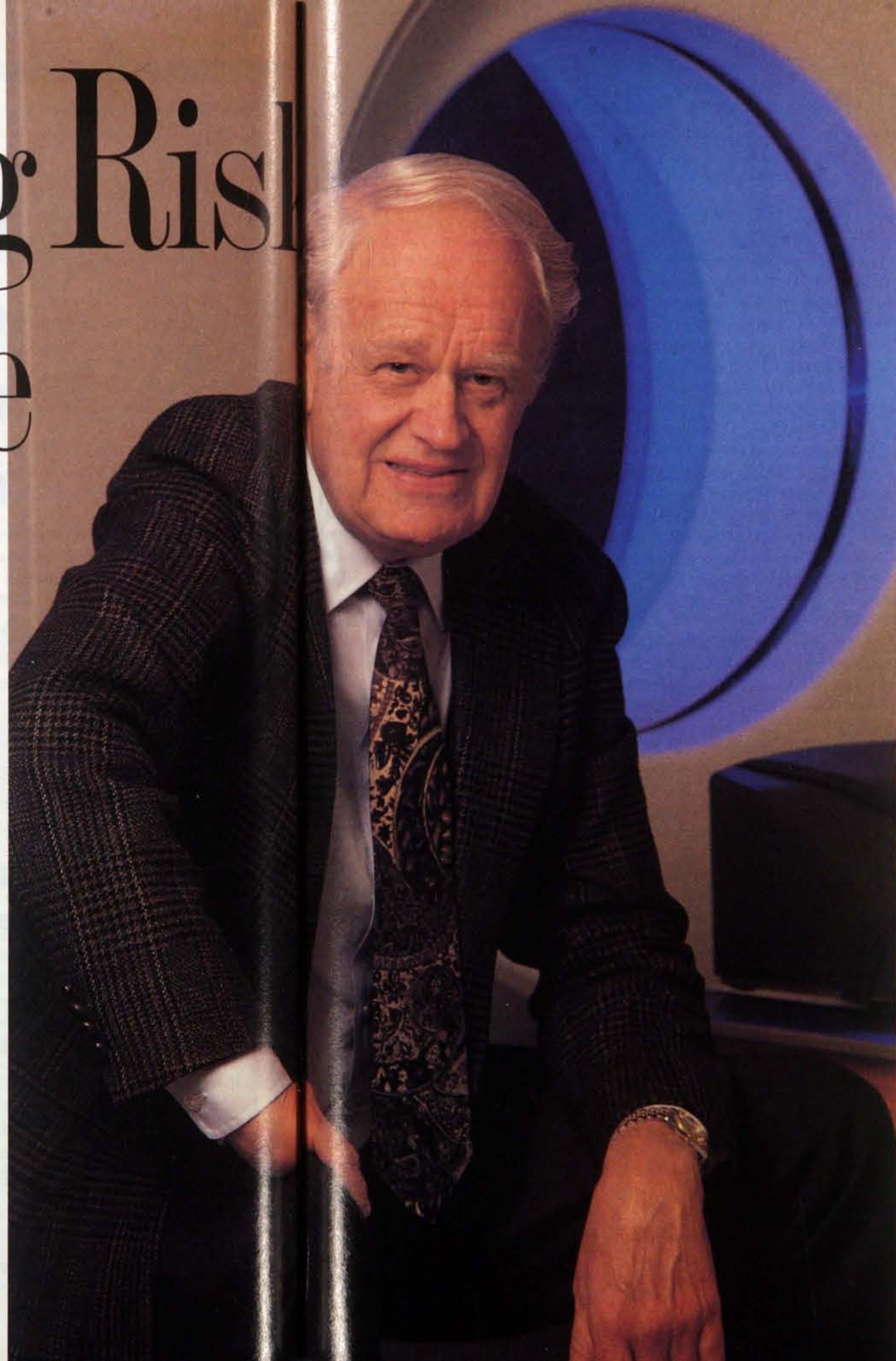
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The Management of Technology program is offered in partnership by the Institute of Technology and the Carlson School of Management, University of Minnesota.

Managing Risk under Fire

Medtronic's Win Wallin helps the University chart its course for a new century in health care—but finds that some lessons from the corporate boardroom do not apply ~ By John Kostouros

When Winston Wallin left the presidency of Pillsbury to lead Medtronic in the summer of 1985, more than a few eyebrows were raised. What, after all, could a Pillsbury Doughboy possibly know about the supersophisticated biomedical industry? Medtronic, the inventor of the heart pacemaker, competed in a world of surgeons, research scientists, and heavy government regulation, a long way from the world of cake mixes, consumer marketing, and grocery store checkout lines. ~ Most managers making such a dramatic change—John Sculley, who jumped from Pepsi to Apple Computer in the early eighties, comes to mind—could be expected to take a go-slow approach, letting employees get to know him while he got to know the industry. But Wallin, who had served as an outside director on Medtronic's board since 1978, saw that the company was at a crossroads: It could keep on making pacemakers, betting that no competitor could knock it out of its leadership position in that rapidly changing industry. Or it could diversify into other medical devices and gradually reduce its dependence on pacemakers.



Wallin, a 1948 graduate of the University of Minnesota, quickly chose the second approach. Within a year, Medtronic had acquired five companies, including one in Italy, a recognition that the biomedical field was becoming international. In the next year there were two more acquisitions: a company that makes pain management devices and another that makes heart valves. Medtronic was now a diversified medical devices company. (Today one-third of the company's revenues are generated from products other than pacemakers and the proportion is expected to rise to one-half.)

By 1991, when Wallin retired from the presidency of Medtronic (he remains chairman of the board), the company had 8,000 employees (almost twice as many as when he came), revenues four times greater than when he started, and a reputation for financial strength—a big plus in an industry that requires heavy investment in research and is known for its volatility.

There is a little luck in every business success story, and Wallin has had his share. An ambitious diversification normally would have required significant borrowing. But shortly after Wallin joined Medtronic the company introduced its Activitrac pacemaker, the first to automatically adjust the heart pacing rate to the patient's circulatory requirements.

Doctors loved the Activitrac, and Medtronic sold a lot of them. Instead of using the largely unanticipated windfall for a big shareholder dividend or executive bonuses, Wallin used it for acquisitions, allowing Medtronic to expand while keeping its debt load—and, by extension, its risk—down. (Medtronic maintains a very conservative debt position to this day. In January it carried a debt of only \$11 million, a pittance compared to its revenues of \$1.3 billion.)

The Medtronic story is vintage Wallin. Some managers are risk takers. Wallin is a risk manager, says Dick Reid, a Medtronic executive who worked for Wallin during the growth years. The goal with Wallin is not to take risks, but to take actions that position the organization for success. Sometimes that means taking risks, like buying compa-

nies that aren't making money yet, and sometimes it means minimizing risks, like using current revenues to finance acquisitions instead of borrowing.

The scene shifts to the summer of 1993. Wallin has just accepted a request from University of Minnesota President Nils Hasselmo to lead the school's troubled health sciences operations, which include the medical, dentistry, nursing, pharmacy, public health, and veterinary medicine schools and the University Hospital and Clinic. Newspaper reports of mismanagement and scandal have brought about the resignations of the vice president for health sciences and the dean of the Medical School and the removal of John Najarian as head of the surgery department.

When Wallin's appointment is announced, once again eyebrows are raised. What, after all, can a guy who has been in charge of a cereal maker and a medical devices company, a guy with only a bachelor's degree in business, know about running one of the nation's largest academic health centers?

What Wallin knows, say the people who have watched him, is how to run a large, complex organization.

Wallin turns down Hasselmo's request that he become acting vice president for health sciences and agrees instead to serve in an unofficial capacity, without pay, as special assistant to the president. He spends his first few weeks surveying the situation. He talks with doctors, administrators, faculty members, and just about anyone else affiliated with the health sciences.

What he sees is that morale is on the floor at the institution that gave the world the first open-heart surgery, as well as its first kidney, pancreas, and bone-marrow transplants. Big name doctors and faculty members are rumored to be leaving. There is almost a sense of panic among employees. The Board of Regents, under heavy fire from the press, wants action.

But Wallin also sees something that the media have largely ignored. The institution is at a crossroads. The health care industry is changing radically and rapidly, yet the health sciences remain stuck in the past.

The state's new health care law, which will create statewide integrated service networks (ISNs) of hospitals, clinics, physicians, and insurers, has left no place for the University Hospital and Clinic, the hub around which the rest of the health sciences activities operate. The day seems not far off when patient enrollment at the hospital will plummet as health care providers limit referrals to hospitals and clinics they own or with which they are affiliated.

A big drop in patients will mean there won't be enough money to operate a first-class research and teaching hospital, where cutting-edge research and patient care are key to success. The best students want to go to school where they can learn the latest technologies and treatments.

And finally, without the hospital, the University won't be able to attract the tens of millions of dollars in research grants it now gets. Last year the figure was close to \$130 million. (Research grants and patient fees pay more than two-thirds of the cost of running the Medical School.)

"If the University doesn't find its way into this new health care system, we are going to have a second-rate medical school, and that is going to be a real downer for the state of Minnesota," says Wallin.

Wallin pulls together what he calls the Transitions Task Force. Each week the group of about twenty doctors, faculty members, and administrators meets to discuss the challenges facing the health sciences. Candor is encouraged, and there is plenty of it in the meetings. Wallin sets the agenda and moderates the discussion, gently but persistently guiding the group toward what he sees as the major issues. He is surprised by how willing people are to take on the tough issues. They are bright, dedicated people frustrated at the lack of leadership in the past.

There is much distrust of Wallin at first, says Richard Elzay, interim deputy vice president for health sciences. There is also skepticism that a businessman formerly dedicated to making a buck can understand and appreciate the ethical and intellectual forces at work in academia.

But Wallin perseveres, asking lots of questions, listening intently, dropping in on people unannounced for extended chats, often about highly technical medical and research issues. Shelly Chou, lured out of retirement to serve as inter-

im dean of the Medical School and deputy vice president for medical affairs, is visited by Wallin, who pops in one day and asks for an explanation of the rules of medical trials. "He's very intelligent, very alert," says Chou. "He knows what questions to ask. I'm very impressed." Wallin visits others, usually with similar results.

He also hosts dinners at which Elzay, Chou, and other Medical School leaders talk with some of the most influential businesspeople in the Twin Cities. Wallin, in his easygoing but direct way, uses the dinners to explain to the businesspeople what is being done to correct problems and to tell them the Medical School needs their support to survive the current challenges. His willingness to use his credibility with businesspeople in support of the Medical School is greatly appreciated by school officials.

At an early task force meeting an angry faculty member demands to know what Wallin thinks about a private consultant's report recommending reorganization of the Medical School. Some of the report's recommendations have angered employees, and there is widespread concern that the report will be adopted wholesale by a Board of Regents and central administration desperate for relief from public criticism.

Wallin picks up the report, which is about three inches thick, then drops it on the conference table. "We can take it or we can leave it," he tells the group. "It's just a set of recommendations. We should do what we think is best." The tension in the room dissolves and the meeting takes on a more positive tone.

The episode is vintage Wallin: Don't overreact to bad news. Don't do something just because someone says you should. Gather a wide array of views and information, but ultimately, rely on the insights of your own people because they know the organization. In the end, do what you think is best.

In the first week of September, only a little more than two months after coming on board, Wallin recommends a major reorganization of the health sciences.

With an operational budget of \$700 million, the health sciences have never had their own financial officer. Wallin recommends hiring one.

Authority has always been diffused among the vice president for health sciences, the Medical School dean, and the

"Everything is public here. I understand the reasons for it, but it inhibits people from expressing opinions and encourages speechmaking."

department heads, with the latter having by far the most to say about what goes on in their areas. Wallin recommends giving the dean of the Medical School more authority over department heads and department budgets. "Clear delegation is an absolute must in any large organization," he tells the Board of Regents.

In the past, the health sciences vice president has reported to the Twin Cities campus provost. Wallin recommends creating a health sciences provost position reporting directly to the University president. The size and importance of the operation merit separate and high-ranking leadership, he says.

And finally, Wallin recommends the creation of a new entity called the University of Minnesota Health System (UMHS) that will include the University Hospital and Clinic and a group of faculty doctors. The organization will have its own board of directors and its own president, who will be empowered to negotiate contracts with health care insurers. UMHS will compete with other hospital and doctor groups for patients. It will probably also affiliate with another large medical services group.

By October Wallin has pulled off what many thought was impossible: getting the University doctors, who cherish their independence, to agree to give up some of their autonomy and join what in many ways resembles a private practice clinic.

This is no small feat.

Many faculty members worry that the University Hospital and Clinic, if it becomes too much like other health care providers, could lose its commitment to public health issues, to activities that don't promise to produce large revenues. They also are distressed by the fact that the new arrangement is likely to close the hospital's doors to patients who aren't covered by the right health insurance plan. In effect, the new hospital would be

a public facility not open to all the public.

"The new law requires that you join a system, which as a practical matter means that the University will not be open to everyone," says Wallin. "This will be a very difficult matter. We've talked to legislators about it, but they've said we're just going to have to fit into the new system. They are very reluctant to make an exception for the University because if they do that, then what do they do about Hennepin County Medical Center, or other public hospitals?"

Wallin concedes that it is unclear, and will be for a while, how well the new arrangement will work. "But to do nothing would mean certain death for University Hospital," he says. The plan is accepted by the Board of Regents a month later.

The Transition Task Force, which has been deeply involved in creating the new organizational plan, begins the process of hiring a chief financial officer, a president, and a provost for UMHS and a new Medical School dean. It continues to work on a host of other issues: a new ethical practices code, changes in personnel procedures, curriculum and program changes.

"I picked Win because I needed strong leadership," says University President Nils Hasselmo. "We would not be as far along as we are in this major restructuring effort without him. He has been very effective at helping us assess the volatile health care situation nationally and locally, and in reorganizing our clinical practices to meet the challenges."

Three months later, a UMHS president has been named, and the UMHS, Fairview Health System, and Fairview Physician Associates sign letters of intent to join Blue Cross and Blue Shield of Minnesota and Aspen Medi-

cal Group to form an integrated service network. Wallin sits in his University office and talks about how leading a public institution differs from leading a private corporation.

"There are a lot of differences, starting first with their missions," he says. "The three missions of the health sciences are teaching, research, and patient care, in that order. The most important thing we do is teaching. Without that, we're not that different from any other medical center.

"I'm not one who thinks we ought to make a business out of the University of Minnesota. But there are some common principles that ought to be observed by all organizations if they are to run effectively."

The first is clear delegation of authority, something Wallin saw little of when he arrived on campus.

The second is that decisions need to be made "as far down in the organization as possible, consistent with the risk involved and the importance of the decision. I happen to believe that people are much more productive if they have something to say about what they are going to do," says Wallin, echoing the sentiments of many business managers.

But even when concepts such as worker empowerment and "pushing decision making down to the shop floor" are all the rage, the norm is still top-down decision making and managers who see their jobs as controlling the environment and instilling fear. Wallin, on the other hand, has been practicing the new principles since before he took over Medtronic in 1985.

"He made everyone feel like you were on the team," says Dick Reid. "By talking to people, by telling them what was going on and why. By answering questions. He wants to know the details of what you're proposing, and he's good at helping you improve on them. But he doesn't want to manage the details. He

"I'm not one who thinks we ought to make a business out of the University of Minnesota. But there are some common principles that ought to be observed by all organizations if they are to run effectively."

delegates that to others. People think a lot of Win around here. People liked him and respected him."

Lou Gelfand, who worked with Wallin at Pillsbury, echoes that sentiment: "He's one hell of a class act. If all corporations were run by people like Win Wallin, society would be much better off because corporations would be a lot better run and much more humane. He's a guy who gets things done because he knows how to work with people."

A third Wallin principle calls for reducing unnecessary bureaucracy—"eliminating the checkers checking the checkers," as he puts it. "Business has gone that way and academia needs to go that way, too."

And finally, you need good financial management, the kind that gives the organization's leaders good information about what is being spent and for what, so they can make good decisions about where changes are needed to improve the organization. The health sciences suffered under the burden of an outdated approach that treats every department separately, he says. "This is a \$700 million operation. We need to develop the proper financial systems for an institution of this size."

Wallin says the University is "much more democratic than business. They debate endlessly about some subjects. The faculty is consulted on issues much more than employees are at companies. I don't think I would have the patience for that if I were a university president. I'm too action oriented."

Wallin is appalled at another difference between the University and private industry: the disparity in salaries. "A lot of people in private industry wouldn't go into public management because they

couldn't make a lot of money. There is a tremendous difference between the salaries of public and private managers.

"Nils Hasselmo has one of the toughest jobs in the state, maybe the toughest, and he makes about \$152,000 a year. There are private executives all over the place who have responsibilities just a fraction of what his are, and they make many times his salary. You have to wonder about that.

"I can't explain it. There is no explanation for it. It's just plain wrong."

The biggest difference he sees between business and the University, though, has to do with public scrutiny. "Everything is public here," says Wallin. "I understand the reasons for it, but it inhibits people from expressing opinions and encourages speechmaking.

"In a private company you can say anything you want and it will never see the light of day unless you want it to. Whereas with the University, anything you say may end up in the newspaper. It makes everyone cautious. It also discourages creativity and the expression of novel solutions to problems. There has got to be a better way."

The Board of Regents is "more involved in minutia" than most private company boards, he says. "I think they feel that they are charged by the state with being responsible for all kinds of things, and therefore they have to be knowledgeable about everything.

"But the important thing is that they deal with the big issues facing the University. They've had trouble doing that in the past. But they are making progress on changing."

Wallin calls the University "the most important institution in the state because of the young lives it affects and its impact on the state economy. We're

talking about the institution that trains the health professionals for the state, and it's gotten good marks for that in the past."

He is equally appreciative of the University's research role, which has touched Wallin personally. Medtronic was founded by a University alumnus. The pacemaker was invented at the University. "Medtronic wouldn't be here, and neither would a lot of other companies, if it weren't for the University." But over the past two decades the institution has been allowed to decline, he says, while the state spreads its limited resources over a vast array of other institutions of higher learning.

The press has contributed to that decline, Wallin says, by concentrating on the University's flaws in ways that have undermined morale and the willingness of its leaders to make changes that could have reversed the decline. "[Former University President Kenneth] Keller was on the right track, trying to improve the standards of the University. I think he was done in by the media, and it was a very bad thing. The media should not be proud of what they did there.

"I'm not saying that they shouldn't try to unearth things that are wrong. And there were things wrong in the health sciences. But they need to keep some balance and some perspective. They need to think a little deeper."

Wallin laid out four goals when he came to the University. First: "Get the place organized like it should be." Second: Figure out how to fit the University into the new health care system. Third: Appoint a UMHS provost and chief financial officer and a Medical School dean. Wallin hopes those tasks will be completed sometime this summer.

And what is number four?

"Get out of the way," says Wallin. 4

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The Clinton Health Plan: A Minnesota Perspective

Last September Hillary Rodham Clinton came to the University of Minnesota's Northrop Auditorium to outline the recommendations of the President's Task Force on National Health Care Reform. The conference was a who's who of health care leaders from not only Minnesota but across the country. Of the 26 panelists on the agenda, 14 were associated with or alumni of the University of Minnesota. In December, we asked 21 alumni and faculty health care leaders to give us their assessment of the plan. BY JOE MORIARITY



The presentation to Congress of President Bill Clinton's health care reform bill comes 60-plus years after the first proposal for national health insurance, made during Franklin D. Roosevelt's presidency. Never has the need for reform been more pressing or more critical. Recent national polls show that Americans rank health care as one of their major concerns. As many as 94 percent of Americans say our health care system needs not just a little tinkering, but fundamental change.

In December, *Minnesota* polled alumni and faculty health care leaders for their reaction to the proposal. All were asked what they liked and disliked about the plan and what impact it would have on the area of health care with which they are involved or concerned. We've also included a brief overview of the U.S. health care situation and a summary of the Clinton plan's key principles and how it would affect the reforms already under way in Minnesota.

While there are many reasons for Americans' profound dissatisfaction with the health care system, most fit within three broad categories: cost, coverage, and confidence in the system. Ours is the costliest health care system in the world by any measure—and by a large measure. Yearly per capita spending on health care is \$2,868 in the United States, followed by \$1,915 in Canada, \$1,713 in Switzerland, and \$1,659 in Germany (all in U.S. dollars). The \$900 billion we spend annually should be enough to ensure high quality care for every American, but it isn't. Despite spending billions more than any other country, we have neither the healthiest population nor the best care. The United States ranks 20th globally in infant mortality rates, and 22nd in life expectancy.

Lack of access to health care dramatically affects the lives of many Americans. This is the only industrialized nation in the world that allows a significant percentage of its citizens (40 million people) to be uninsured. Of these uninsured, only 6 million are unemployed; 15 million work full time, 6 million work part time, and 10 million are children. These are not the very poor, who have Medicaid coverage, or seniors, who are covered by Medicare. An additional 40 million Americans can afford only bare-bones coverage and consequently live in fear that a major illness or accident will destroy them financially. The United States has the highest-cost, lowest-value health insurance system in the world; it has the lowest percentage of people insured and the highest insurance-related administrative costs of any Western country.

Though many citizens have adequate health insurance, most nevertheless view their access to health care as precarious. Americans now realize that they could suddenly lose their health insurance by changing or losing their jobs, becoming seriously ill, or needing nursing home care—or their employers could decide to drop the health insurance benefit. Loss of insurance generally means loss of access to health care. Excellent hospitals and clinics, cutting-edge medical research, and well-trained, experienced health professionals don't mean much to those who are economically rationed out of the system.

The Clinton Plan

Based on six principles—universal coverage, system simplification, choice, cost savings, quality care, and shared responsibility—the Clinton health care reform plan represents an attempt to enlist the best ideas of both market reform and government intervention. It embraces the goal of coverage for all Americans and recognizes that some degree of government intervention—including asking all to pay a share—is necessary. Clinton has resisted the temptation to micromanage the system; the plan leaves most delivery system reform and cost-control tasks to the marketplace.

The plan calls for intervention to restructure the insurance market, making it illegal for insurers to refuse or drop coverage of sick policyholders. Because it would organize consumers into purchasing alliances, the plan encourages competition among providers based on price and services. It also advocates a limit on insurance premium increases as a guarantee that cost-control goals are reached.

But within these interventionist parameters, market competition is expected to actually drive reform. It would be the primary means to control costs, improve quality, enhance consumer choice, and generally increase the value of our health care dollars. The plan is decentralized in two ways: It relies on private health plans to assume cost risks and deliver care, and it relies on states—not the federal government—to establish authorities to structure competition.

The Impact on Minnesota

The proposed national reforms—which rely primarily on managed competition—resemble those already under way in Minnesota, where 85 percent of the market participates in some kind of managed competition plan, the highest percentage in the country. In 1992 a state-subsidized insurance program called MinnesotaCare was set up; it already covers nearly 60,000 previously uninsured children. Because



No one knows
the eventual
outcome
of what has
become a
brutal fight
in Congress
among
many
powerful
special interest
groups.



Excellent hospitals and clinics, cutting-edge medical research, and well-trained, experienced health professionals don't mean much to those who are economically rationed out of the system.

MinnesotaCare was inadequately financed, the Minnesota Health Care Commission was mandated by the 1993 state legislature to develop a plan that will provide complete coverage for the state's uninsured by 1997. Additional insurance reforms took effect in July 1993 and others are being studied by the state commission.

MinnesotaCare and other state reforms will rely on integrated service networks (ISNs), which will provide coverage for a fixed price per patient with limits set by the state on their spending. ISNs, which are currently forming and are expected to be in business by July 1994, will be accountable to buyers of health care for the outcome and cost of care.

Formation of ISNs as well as other competitive moves by hospitals, physicians, and health plans was triggered by the formation of the Business Health Care Action Group. Currently made up of 21 major corporations in Minnesota—including Cargill, Honeywell, and Dayton's—the group demonstrated the power health care purchasers possess when they purchase health care collectively.

Many people involved in the Minnesota reforms believe that the Clinton plan will not hinder their efforts, and may enhance them. It would, for example, mandate coverage by employers and prevent insurers from rejecting or charging more to applicants because of pre-existing conditions. Many Minnesotans currently have little choice in who provides their medical care. They can see only the doctors who contract with their employers, their insurance companies, or the state programs in which they are enrolled. Those without insurance coverage have no choice at all. Under the Clinton plan, everyone would be able to choose among several large health plans offering the same basic benefits.

Reducing soaring costs is a key goal of the Clinton plan and Minnesota reforms. To cut costs, they aim to strip administrative waste, eliminate unnecessary procedures, and introduce competition while stressing preventive health care.

While Minnesotans have some idea of what health care reform will mean—because most are already participating in a managed care plan and reforms are under way—as a nation we don't. That was one caveat nearly all our respondents applied to their remarks. The Clinton plan is just that, a plan. No one knows the eventual outcome of what has become a brutal fight in Congress among many powerful special interest groups.

All those with whom *Minnesota* spoke strongly agreed that the country is on the right road. Soon the United States may no longer have the dubious distinction of being one of only two industrialized nations (the other is South Africa) that fails to ensure adequate health care for all its citizens.

Health Care Dictionary

Universal coverage means that every American would have health insurance. The Clinton plan uses this approach. Some other national health insurance plans now on the table would take a different approach: *Universal access* plans would make affordable health insurance available to all, but would not require that everyone buy coverage.

Managed care describes many different approaches used by health insurance plans to hold down costs. Most are designed to make sure that surgery, tests, and other medical procedures are really needed. *Managed care* is a much more general term than *managed competition*.

Managed competition is a specific cost-control mechanism that's a key part of President Clinton's national health insurance proposal and several of the alternative plans. Buyers of health insurance (such as employers and individuals) would be formed into large groups (see "health alliances") to increase their bargaining power with care providers and health insurance plans. The system would operate under government regulations designed to ensure that no one is denied coverage and quality care, and that costs don't rise too fast.

Cost shifting occurs when hospitals and other health care providers make up for loss of income from one group or patient by charging others more. For example, if a health plan sets strict limits on what it will pay a hospital to care for its patients, the hospital may charge other patients more to make up the difference between its costs and the health plan payments.

Health alliances are the core of the Clinton plan. The alliances would be large, regional purchasing groups that would represent employers and individuals in bargaining with health insurers. The objective: pooling the bargaining power of the purchasers to help keep health insurance costs down.

Single payer generally means a system in which the government pays all covered medical bills. Canada and numerous other industrialized countries have single-payer national health plans.

Win Wallin, '48

Special assistant to University of Minnesota
President Nils Hasselmo for health sciences
reorganization; chair, Medtronic



What's good: The Clinton plan has a number of good points, but the fact that it addresses the issue of universal access to the health care system is its main benefit, and I think it is on this point that there is the most agreement.

Concerns: My main concern is the cost of the plan. I just think it will be too expensive as proposed.

Impact on the University: The Clinton administration isn't talking much about funding of academic health centers. It's at institutions like the University of Minnesota that training, research, innovation, and breakthroughs take place, yet we don't know how we'll fit into the new system. We need to find a proper role for universities in the new health care system.

Rep. Jim Ramstad (R-Minn.), '68

U.S. House of Representatives



What's good: I applaud President Clinton for beginning the debate on health care reform. His plan does contain some positive reforms on which Republicans and Democrats can agree: a standard uniform insurance form, portability of coverage, tort reform, 100 percent deductibility for the self-employed, and coverage for individuals with pre-existing conditions.

Concerns: I fear that the plan will turn our health care system into a government-run entitlement program. It's a bureaucratic nightmare in the making because it would create three new levels of government bureaucracy and 50,000 new bureaucrats. The mandate on small business would kill millions of jobs. I also believe the administration is expanding benefits without paying for them and will thus dramatically increase the deficit.

Arthur Caplan

Former director, University of Minnesota
Center for Biomedical Ethics; member,
President Clinton's Bioethics Working Group



What's good: I most like Clinton's hard push for universal coverage. That we have tens of millions of uninsured and underinsured people simply because they can't afford insurance in a country that spends \$900 billion on health care is simply

unacceptable. I'm also glad they're not talking about a bare-bones package. We don't have to provide everyone with everything, but every American should have access to an acceptable package. I like the plan's elimination of exclusions for pre-existing conditions. This situation is despicable, and it's time to fix it.

Concerns: It would be much easier to move this plan forward under a single-payer system. Setting up a big bureaucracy to regulate large insurance providers is going to be trouble. Nor am I happy with the long phase-in of seven to ten years. They're not being as tough as they could be about collecting information about outcomes and treatment efficacy to guide resource allocation, either.

Our first step—our moral obligation—should be to make the system as efficient as we can, and *then* look into questions of marginal or dubious care. The danger is that if we get into a discussion of rationing issues now, we'll never look at why, for instance, drug companies make billions in profits or why doctors' salaries are so high. Rationing care and cutting benefits to the poor and disenfranchised, which is what we've been doing, that's the easy way out. The tough issue to take on isn't the rationing one—it's to take on a bloated, dysfunctional health care system.

Sen. Dave Durenberger (R-Minn.), '59

U.S. Senate



What's good: The best thing about the president's plan is that he has one. We need the president to lead if we're ever going to get a handle on a problem involving this much money, complexity, and human impact. The other good thing is that the president has rejected a Canadian-style approach, which won't work, won't pass, and would break the budget if it did.

Concerns: The problem with the president's bill is that it doesn't really "manage competition" like we've done so successfully here in Minnesota. Instead, it tries to "regulate" competition. His plan would entangle health markets in bureaucracy, which I think will mean we'll produce less at a higher cost than we could. The debate in Washington will turn on this central point: how much confidence we put in government and how much we place in market forces to control costs and expand coverage. We're searching for the right mix, and I'm confident we'll eventually find it.

Impact on Minnesota: The impact on Minnesota will depend upon whether the final plan rewards or penalizes all the progress we've made in controlling costs, expanding coverage, and improving quality. No place in America has had



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Sen. Dave
Durenberger

more success with managed competition, so I just hope the federal plan doesn't regulate the life out of Minnesota's decade-long market reforms.

Gordon Sprenger, '61

Executive officer,
HealthSpan Health Systems Corporation



What's good: The plan has many of the components needed to reform the system: universal access, a basic benefit package, insurance and tort reform, and setting up buying cooperatives to leverage the purchasing power of the smaller purchasers.

Concerns: My biggest concern is in funding, and that's because funding is largely dependent on pulling savings out of the system. These savings can be found in insurance reform, in simplifying handling of insurance claims, in administration, and in malpractice and tort reform. They will also come from determining whether we are doing inappropriate procedures. All areas of health care in which there's an opportunity to save costs have, however, powerful special interest groups behind them.

I'd like to ask Clinton if he's prepared to be a one-term president, because dealing effectively with an issue of this magnitude—to put in place the elements to really make it work—is going to cause a lot of pain. It won't be politically popular. Cutting costs means someone's not going to be making the money they are now—insurance companies, doctors, lawyers—a lot of people. If Clinton makes politically motivated adjustments in his bill to get it passed and to set himself up for another term, I'm worried about what kind of reforms we'll actually see.

Impact on Minnesota: My only concern is that Washington does not in some way prevent us from doing what we want with our reform program here in Minnesota.

Stella Whitney-West, '75

Vice president, Minneapolis Urban League



What's good: I'm very excited that we are at long last looking at health care reform as something that has to be done, and done now; that they're defining health care as a right for everyone, not a privilege; that they're looking at violence as a major public health problem the health care system must address; and that they are emphasizing personal responsibility for health.

Concerns: I'm worried that too much emphasis will be placed on cost containment to the detriment of quality care. It's also very important

that reform focuses more on changes in professional education. M.D.'s aren't trained to focus on prevention or on community problems. We need a more holistic view of health, and that view must start in medical school.

Impact on minorities and the poor: While universal access to care is necessary, I'm not sure the plan goes far enough. I don't think Clinton is taking into account cultural barriers to care. The fact that care is geographically accessible and affordable is not enough to ensure access. Particularly in communities of color, there is a great distrust of the health care system. The poor and disenfranchised often don't feel respected or valued as human beings by providers. The result: They don't seek care even when it is available.

William Jacott, M.D.

Vice chair, American Medical Association;
assistant vice president for health sciences
and associate professor of family practice,
University of Minnesota



What's good: They have made health a major issue; they are recommending a guaranteed national benefit package with universal access for all Americans; they are pushing for insurance reform; they are encouraging greater roles for physician assistants and nurse practitioners.

Concerns: I'm worried that the plan will create more regulations and further enlarge an already bloated and unwieldy bureaucracy. I'm concerned that the power the alliances and national health board will have will pose difficulties. I don't think they have gone far enough in the area of malpractice reform.

Impact on the University: The talk of federalizing graduate medical education is very ominous. There is no agreement about how funding for academic health centers will be done. We're also deeply concerned about the plan to set quotas for primary care doctors. A national council on graduate medical education will make decisions on how many residents we will have and in what areas. They are proposing that within five years, 55 percent of residents-in-training will have to be in primary care. Some programs in the country will close, and we don't know how this would affect the University.

William R. Peterson

Regent, University of Minnesota;
secretary-treasurer, Minnesota AFL-CIO

What's good: What I feel so good about is that finally... finally... there is some reaction from Washington on the very serious situation



of health care. I like the concept of taxation on the ability to pay. I think this is fair and the only way to go. I'm encouraged by how detailed the plan is; they are moving in the right direction and they've certainly done their homework. Personally, however, I'd prefer a single-payer system to their managed competition plan.

Concerns: I am concerned that the basic benefit package they finally pass will not be as comprehensive as they now describe it. There's also a lot of fluctuation in their support for mental health and chemical dependency services. Provisions have to be made to handle these two very serious areas. My other concern is that the big interests—the AMA [American Medical Association], the insurance companies, and the drug companies—will lobby hard enough to eventually gut the plan.

Impact on labor: Being affiliated with organized labor, we're really interested in seeing how they will handle the Taft-Hartley plans. Many union workers negotiated their health care plans at the table, giving up wage increases to maintain their health insurance. What will happen to those health care/pension funds when the new system comes in?

K. James Ehlen, '70, M.D.

Chair and CEO, Medica



What's good: I very much like Clinton's six guiding principles. I'm very pleased that we have brought concerns about the rising costs of health care into the open. Now we can publicly talk about ways to solve this problem.

Concerns: The ideas for funding this plan are totally unrealistic. The assumptions about cost containment, and especially the projected savings in Medicare and Medicaid, simply aren't valid. I'm concerned about increased administrative costs and that the proposed purchasing alliances would create a new and redundant layer of bureaucracy. We will create even more bureaucracy at a time when we need to dramatically reduce administrative costs.

And finally, I'm concerned that the Medicaid population will be treated just like everyone else. We know from our experience that there are very large differences between that population and that of employed individuals—language barriers, transportation needs to access care settings, and significant increases in the consequences of poor education, for example. We need to recognize these special needs.

Impact on managed care organizations: As

a managed care organization that has already been deeply involved in administrative streamlining and cost containment and data collection, Medica is well-positioned, regardless of how this process turns out. Even in a single-payer system, it will be managed care organizations that make the system run. We are very optimistic about the role we will play, our future, and the future of health care reform.

Joy Webster Barbre, '87

Vice president, Delano
Dodge-Chrysler-Plymouth;
small business representative of the
Minnesota Chamber of Commerce to the
Minnesota Health Care Commission

What's good: That [Clinton is] concerned about cost containment; we simply *have* to deal with this issue. That he's saying people need to take some responsibility for their own health care. That it gives the states some flexibility.

Concerns: I'm worried that the national plan might set up barriers that will interfere with our state reforms.

Impact on small business: Small businesses are worried. Even with a 7 percent cap on health insurance contributions, businesses that are right on the edge will suffer. I'd prefer to see a voluntary system, and I think it would work if we could get costs down.

Impact on Minnesota: Can Minnesota's reforms work without change at the national level? In part, yes. We're close on the universal access issue, but we need help in coordinating existing state plans (Medicaid, Medicare, and MinnesotaCare). They're currently administered separately, so we'd like to get a waiver from the federal government to administer them as one system. That would save us a *lot* of money.

James Toepel, '47

Chair,
Metro Region Health Programs Committee,
Minnesota Senior Foundation

What's good: At last we have a plan for universal care. This plan will eliminate the rationing based on income that's been going on for so long in this country. And it's a comprehensive plan. It doesn't do any good to have universal coverage if that coverage is so minimal that it doesn't really provide for what people need.

Concerns: My biggest concern is that Congress will change Clinton's plan so much that we won't recognize it. I'm not in agreement with the managed care concept, either, because I think it will add a whole new layer of bureaucracy. People complain that Medicare is inefficient, but in



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K. James Ehlen



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James Toepel

Minnesota, at least, Medicare has an overhead cost of only 3 percent. Insurance companies are lauded if their overhead is at 12 to 15 percent—and many are at 20 to 25 percent. Frankly, I'd much prefer a single-payer system.

Impact on seniors: Many seniors would rather see Medicare become part of the plan to begin with. Clinton is talking about cuts in Medicare to help pay for the new plan. This is nothing more than a sleight of hand, a paper transaction. We are concerned, too, about the cost of medicines, and we support price caps on the cost of medicines.

Thomas Swain, '42

Chair,
Minnesota Health Care Commission;
former national president, University
of Minnesota Alumni Association



What's good: I'm pleased that the plan is broad and that it moves in the appropriate direction.

Concerns: My biggest concern is its lack of funding details. I think that the vagueness we see in Clinton's plan suggests that by the time it's undergone a thorough examination, we'll find it will cost more than Americans are willing to pay.

Impact on Minnesota: We don't think the Clinton plan will affect Minnesota much at all. We already have a plan that's been enacted, one that goes a long way toward solving many of the problems in the system, including, we think, cost containment and lack of universal coverage.

Gretchen Musicant, '76, '86, R.N., M.P.H.

Lobbyist,
Minnesota Nursing Association

What's good: Besides striving to achieve universal coverage I like that the plan strongly emphasizes prevention and primary care.

Concerns: We're concerned with what will happen before the plan is passed—that hospitals and other providers will sacrifice quality in the short run in order to build, buy equipment, or do whatever before the plan actually goes into place.

Impact on nursing: This new system has a higher emphasis on prevention and primary care. We don't have enough primary care doctors to focus on these areas, and advanced practice nurses such as nurse midwives, nurse practitioners, and physician assistants will be called on in increasing numbers to fill this need.

Steven Miles, '73, M.D.

Associate professor of internal medicine and geriatrics, University of Minnesota and Hennepin County Medical Center; president, Minnesotans for Affordable Health Care; member, President Clinton's Bioethics Working Group



What's good: The momentous event is that we finally have on the policy table a proposal that every American should have access to health care. And even better, Clinton has done this in a way that has ensured substantial political support for action. I'm comfortable with how seniors will be treated under this plan. There should be adequate coverage for them, and supplemental policies will still be available. This plan substantially enhances the services available to seniors.

Concerns: I'm not sure that insurance policy pricing structures will be progressive, and care for migrant workers is not secure.

Impact on hospitals: We may need some resource reallocation to give us a more robust and far-reaching primary care system, and to ensure more appropriate and progressive use of such health care professionals as nurse practitioners, nurse midwives, physician assistants, and optometrists. There is enough money and incentive in this plan to support a hospital program that can meet our country's needs. But some hospitals will close.

The question of academic hospitals is another issue. The real questions are these: Where do we locate health professional education, how do we fund it, and how do we organize it within the delivery system? The plan should fund academic hospitals adequately, but the definitions of what a teaching hospital is and what medical teaching is—or will be in the future—are not sufficiently spelled out or dealt with in the plan.

Marie Manthey, '62, R.N., M.N.A.

Faculty member,
University of Minnesota; president,
Creative Nursing Management



What's good: Two very attractive parts of the plan are universal access and the emphasis on prevention. We now have a system that waits for illness; we need instead a system that focuses on preserving health.

Concerns: I understand the strategy of trying to finance this within the current third-party payer structure, and if it works, great. But if it doesn't, I hope we have the courage to go to a single-payer system. My concern is that Clinton's plan will perpetuate the very structural flaws that have caused

the bureaucratic nightmare we now have.

Impact on nursing: Nursing has long been more focused on maintaining health than has physician care, which has focused on the disease process. Because of its emphasis on prevention, Clinton's plan offers a tremendous opportunity for changing and expanding nursing's role. Nurses will now have a much greater role in the primary care setting, where they will increasingly be delivering care as nurse practitioners and physician assistants.

John Kralewski

Professor and director,
Institute for Health Services Research,
University of Minnesota
School of Public Health



What's good: I have to give Clinton a lot of credit for taking on a very, very touchy issue and making it a national priority. Everyone else has been too timid to touch it. I like that he's trying to get managed competition to work. It needs a fair trial. The attempt to give people access to decent health care at a reasonable cost is very important, as is his emphasis on primary care.

Concerns: The plan's cost-control assumptions aren't firm enough and won't work. I don't think managed care can produce the cost savings they're planning on. I suspect they'll get this going, find it's costing a ton of money, which they won't have, and then we'll be forced into capping costs or something equally dramatic.

Impact on public health: Because the plan includes a major emphasis on prevention services—the very services public health has traditionally provided—we see ourselves playing a key role. The integrated provider networks will need public health's expertise as they try to develop and run prevention services. We can also offer them a perspective on population-based approaches to care. There will probably always be some people who fall through the cracks of the system. Public health will play an important role in seeing that these people get care one way or another—through public health clinics, for instance, or new private-sector programs developed with the help of public health departments.

Hans Tronnes, '64

Immediate past chair,
American Association of Hospital Consultants;
president, Hans Tronnes Associates



What's good: I believe that we have an excellent health system, but it would be even better if everyone could use it. This is the plan's main strength—attempting to provide services at reasonable cost. I applaud the fact that insurance companies will have a diminished role in the system. So many dollars go into their profits, though they contribute little to the delivery of health care.

Concerns: I am concerned about the program's funding, with much of it proposed through cuts in Medicare and Medicaid. To say we can cut \$150 billion in those two programs without affecting the rest of the system is a hoax. That \$150 billion surplus simply isn't there; the funding is inadequate.

Impact on Minnesota: Two aspects of the plan could adversely affect Minnesotans. The plan doesn't reward those who have already restructured. Minnesota, and the Twin Cities area in particular, is the foremost example of reform. The plan should place the burden of change on those who haven't reformed. Secondly, hospitals have been shifting costs for years to compensate for inadequate Medicare/Medicaid and free care. The proposed plan will eliminate this revenue source. When you compare the additional projected revenues most hospitals will receive from insured customers to the cuts based upon the redistribution of Medicare dollars, the bottom line is a net loss. Rural hospitals in particular could be badly hurt.

Deb Anderson

Executive director,
Community Clinics Consortium



What's good: I very much like the goal of universal access, that there is more state control, and that competition will be shifted to a level where the larger provider and payer groups will compete with each other for consumers.

Concerns: The proposed phase-in period of five to seven years is far too long. They want to contain costs first, and then work toward universal access. The crisis within the system is critical—millions of people *can't* wait for full implementation. We need to cover everyone first, and then work to reduce costs.

Impact on community clinics: We're worried that the large purchasing pools described in the



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of universal
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to the "when"
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Richard Norling



I'd prefer individual mandates because I think it's important for individuals to be responsible for their health care, not their employers.

Virginia Greenman

plan will not acknowledge the need for essential community providers (ECPs) and block them from the new system. We'd like to see the system set up so that anyone could go to ECPs regardless of the group or service network they are in. The safety net providers such as community clinics must be maintained.

Richard Norling, '75

President and CEO,
Fairview Hospital and
Health Care Services



What's good: I like the plan's strong emphasis on providing universal coverage. Clinton has pushed the idea of universal coverage from the "if" stage to the "when" stage. Everyone is now talking in terms of "when and how" we get there, not "whether we should" get there. This is a tremendously important value to establish. Overall, I like about 70 percent of the plan and dislike the remainder.

Concerns: I'm concerned that ultimately the plan will create the equivalent of a government-generated and -regulated purchaser. Each state will have the option to develop a single-payer plan, the result of which could be 50 different plans. This could turn into a morass of conflicting and overlapping rules and regulations. We may, on the other hand, end up with Clinton's version of managed competition. The definition of it, however, so consolidates the purchasing function that the system will become the equivalent of a single-payer system anyway. I don't want to see either happen. Secondly, I simply don't believe there are enough reasonable Medicare cuts available in the system to fund the required costs of this plan.

Impact on Minnesota: I don't think that national reform will have that much impact on Minnesota. The purchaser initiatives here like the Business Health Care Action Group and the Minnesota Employers Association have already had a profound impact on the system, and state reform has further added to it. Hospital admission rates and lengths of stay are plummeting in Minnesota—a result of what I call the sentinel effect of the purchasing groups and imminent governmental health care reform initiatives. Depending on how the state reform plays out, I think that much of what Clinton is proposing nationally will already be in place here by the time national reform is enacted.

Virginia Greenman, '71, '82

Consultant,
Children's Defense Fund—Minnesota;
contributor to the design of the Minnesota
Children's Health Plan



What's good: The plan is clearly going in the right direction. We need affordable health care and universal access to it.

Concerns: I'm not in favor of employer mandates. I'd prefer individual mandates instead because I think it's important for individuals to be responsible for their health care, not their employers.

Impact on children: The Clinton plan will help children in the sense that everyone is covered and to the extent that it truly does emphasize prevention. We can't just have a catastrophic plan. Prenatal and well-baby care have to be included—with no deductible or copayment—or it won't help kids very much.

Peter Benner

Executive director,
American Federation of State, County,
and Municipal Employees (AFSCME)
Council 6, which represents
University clerical workers

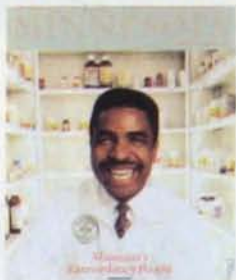


What's good: We're really excited about three key points: access, funding, and cost control. First, we love that Clinton has defined full access to health care as a right. Next, the employer mandate. In the short run, there will never be public support for the taxes needed to fund the plan individually. That's what I'd prefer, but politically, it won't go. Finally, the system is so out of control and so adept at finding new things to spend money on that we have to talk about limits if we are serious about controlling costs.

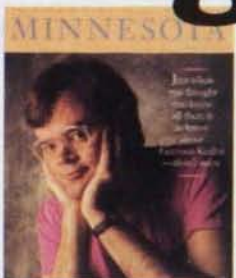
Concerns: My biggest concern is that the plan will be whittled to nothing by Congress and special interest groups. [Clinton] has to be willing to stand his ground on the issues that matter: access, the employer mandate, and cost control. If he compromises on these, it will all unravel.

Impact on University workers: This is a very good plan for University workers. It would guarantee insurance for a number of University employees who are currently ineligible in University/state plans—part-time, temporary, casual, and seasonal employees. And we think that currently covered members may even gain additional options.

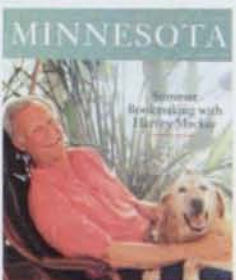
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The first clue that something might be wrong came during a golf game last summer. Every tee shot, every fairway shot, caused a pain between my shoulder blades. I attributed it to an old back injury that had given me trouble for years, so I wasn't alarmed. But during the weeks that followed, the pain persisted to the point that I debated whether I should go ahead with the annual golf and fishing trip to northern Minnesota that my son and I had planned. I did go, but the pain worsened during our three-day weekend. Even the lapping of the water against our fishing boat caused added discomfort. As painful as the trip at times turned out to be, however, I wouldn't have missed it for the world, because the events that followed made it appear that it might have been our last such outing.

After I returned home, the pain continued. I finally decided to take the advice my wife, Helen, had been giving me for weeks, and I went to see my doctor. I hoped I'd be told that there was nothing to worry about. Instead, the doctor ordered an MRI scan on my spine that day and called me the following morning to tell me that it showed evidence of cancerous lesions that had metastasized from a then-unknown primary site.

My first reaction was disbelief. There had to be some mistake. Following closely came panic. How would I tell my wife, my family, and others close to me? Did I have 30 hours, 30 days, 30 months? How alone I felt at that moment.

Within 24 hours, I was at the Mayo Clinic for a second opinion. After three days of testing, I was diagnosed with adenocarcinoma of the lung with metastasis to the bone, a type of cancer that is insensitive to most treatments and the one from which most cancer patients die. Each Mayo doctor who talked to me prefaced his or her remarks with "I'm so sorry," a phrase that I was to hear over and over from other physicians as well.

I learned that there are many different types of cancer, and that each cancer patient responds differently to any given treatment program. The doctors were realistic and offered no magical solution. In fact, the lack of prognosis left room for hope. It became clear to me that the world of cancer is very mysterious—not comforting news for a person accustomed to

identifying a problem and then solving it.

Although my first reaction when I was told I had cancer was to conclude that my condition was terminal, I don't usually feel that way now. A small percentage of people with my kind of cancer do sometimes experience remission. I have always used my mind and spirit to resolve problems and to move on. I wanted to fight for my life. I entered a no man's land without formula or form, and began fumbling my way through.

On my journey, I have encountered three phases—I call them Meeting My Maker, Preparing to Die, and Preparing to Live—which I suspect are similar to what others have also experienced. Although I move in and out of all three phases, my attention is now on Preparing to Live. Life has a different focus but, peculiarly enough, I sleep well. Yet sometimes in the early morning I can sense death close by. I still don't know how close I am to living or dying. But I'm getting ahead of myself. Let me describe these phases in more detail.

During the Meeting My Maker phase, there are questions to be asked. What are the implications of all of these tests? How long do I have to live? How much pain will I have during the course of the illness? How painful will it be to die? Will my faith in God stand the test?

How could I accept that I would cease to exist? I read books by Bernie Siegal and others and talked over the issue of nonbeing, if you will, with my family, clergy friends, associates, and clients. My heart went up into my throat and down into my socks as I read and listened to and thought about what it meant to be dead, to leave all I knew and loved, since that was apparently going to happen.

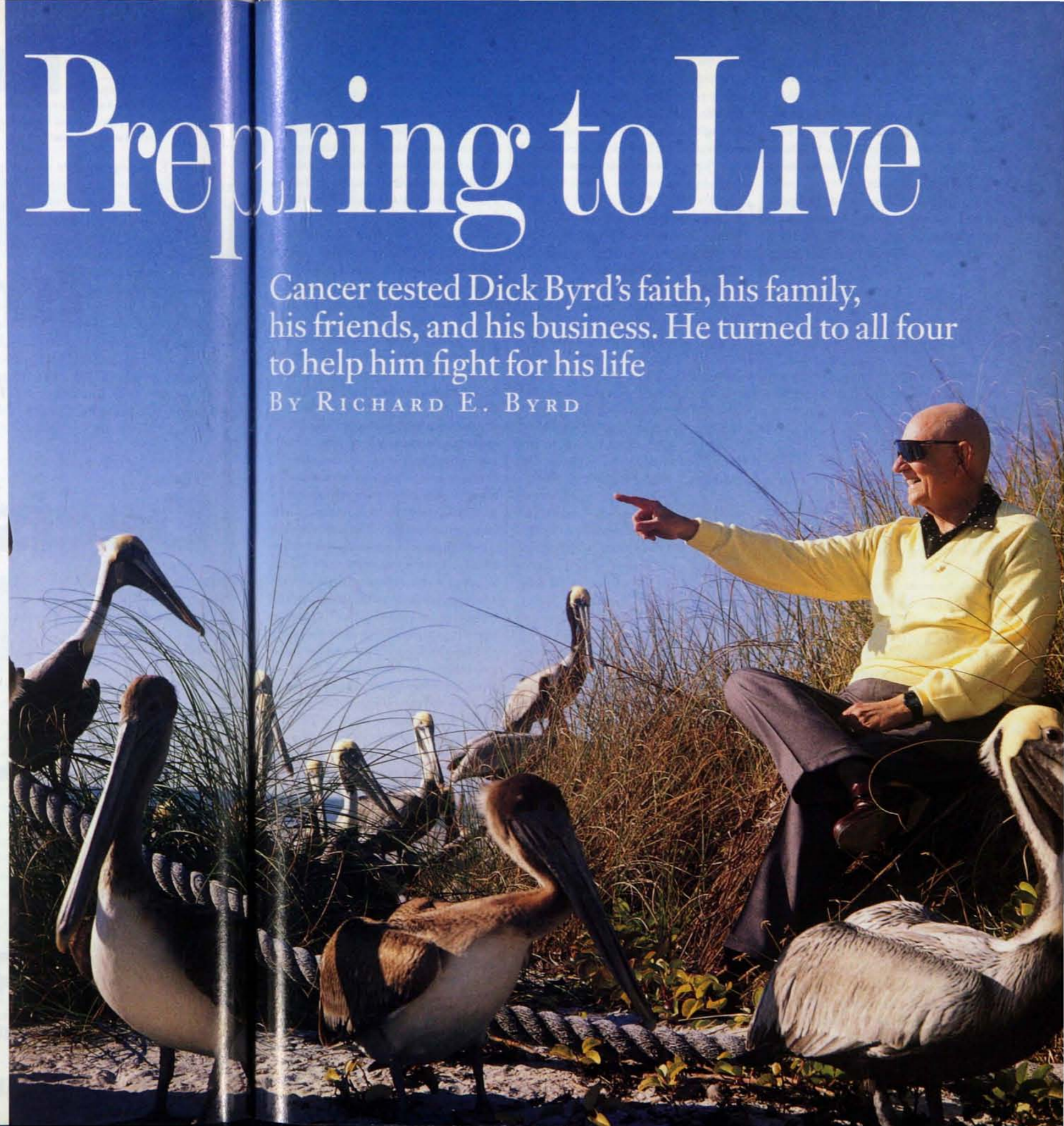
I discovered that there was very little about my struggle in Christian literature. There was plenty of encouragement by wonderful authors, but little in the way of how a Christian should cope. A great help was Bob Stone's book *Where the Buffaloes Roam*, which built on what I already believed as a religious person. I discovered that my lifelong belief in Christ was as real now as it had been before I learned I had cancer.

I felt like I was on a roller-coaster ride and found myself feeling fatalistic: Whatever God wants, let it be done. I examined my emotions, looking for the anger

Preparing to Live

Cancer tested Dick Byrd's faith, his family, his friends, and his business. He turned to all four to help him fight for his life

BY RICHARD E. BYRD



PHOTOGRAPHED BY BUD LEE
AT THE SUNCOAST SEABIRD SANCTUARY

or self-pity that my readings suggested I should have. Instead, I discovered a feeling of helplessness and a revelation that I didn't feel unjustly treated when I compared myself to others struck by cancer who were much younger, less fulfilled, and often in more pain, and who perhaps had less religious conviction.

I thought a lot about my past and present and realized that I've accomplished much of what I set out to do. I have a wonderful family—Helen, our children, Jacqueline and Richard Jr. (both University of Minnesota graduates), and our daughter-in-law, Danis. I served the Episcopal Church as a parish clergyman and as an unpaid preaching associate. I earned a master's degree in counseling, a Ph.D., and completed training as an applied behavioral scientist. For two years I was an executive of a psychiatric center for disturbed adolescents. I was lucky enough to apply my ministry and experience from the behavioral sciences to the workplace as an organizational consultant, and I started my own company.

As I reflected on my life, I did not think that I should have done something differently. Instead, I believed that somehow I'd found my place with whatever gifts God had given me and had been able to apply them wherever he put me.

During this phase, I worried about the impact my death would have on others. I knew that my family would be devastated. We are so close. I was saddened to think I might not see my grandchildren grow up. I decided, with my wife's agreement, not to spare her anything. If I hurt, she would know it, but I also didn't expect to be treated with kid gloves. It troubled me to think I'd take her with me through the valley of the shadow. But we vowed to do it together.

I thought about my colleagues, friends, and clients. I decided to tell everybody but the waitresses in restaurants that I had cancer. Openness was to become a tonic for me and others. I determined to be in charge of carrying out any medical procedure. I wanted the best treatment, but I would assume the role of project manager. My nephew, a neurologist, sent me statistics from a variety of experimental

programs, none was encouraging.

As I struggled with my mortality, I came to realize that I was in free fall and could die, but because I would be in the hands of the same God I'd had while I was alive, I knew I could do it with some grace. I'd fight for life even while I accepted any eventuality.

The roller-coaster ride continued, but not as dramatically as when I took the first steps toward dealing with the real possibility that I might soon die. Most of us have to face this reality at some point in our lives, but mine was clearly upon me.

Two years ago, my son-in-law, Peter Falkman, was diagnosed with the same disease that I have. His doctor and mine—Bob Watson, a University of Minnesota Medical School alumnus—told him that he should prepare to die and then prepare to live. Sadly for Jacqueline and our family, Peter died on February 14, 1992. But I decided that Dr. Watson's advice was good for me as well. I determined to prepare to die.

In my case, the Preparing to Die phase was a comforting time because it gave me something specific to do. I had to put my affairs in order and say good-bye to loved ones.

I completed my will, created trusts for family members, made sure other people I cared about would be remembered after my death,

assessed how my business would run without me, promoted my daughter to president of the firm, arranged my disability insurance claims, and planned my funeral. Making sure my loved ones wouldn't be made paupers by my illness was very important. I felt sad when I thought about people who didn't have disability insurance or a means of their own to support themselves during their illness and leave something to their spouses or children after they died. I had resources, and so I would be free to prepare to live.

Helen and I took a trip to visit relatives in other parts of the country, knowing that medical complications might preclude my visiting them later. I began to spend time with people I really wanted to be with. These visits also prepared others for my death, and I discov-

ered this was very important to me.

I found it especially comforting to stand up in my church and tell people the nature of my disease and what I was going to do about it. I didn't want them talking about me in their homes, wondering how I was. I told them that the cure rate for my disease was not encouraging and that while I was ready to cross the River Jordan, I didn't intend to go easily.

All these actions helped to free me up to focus on living. Now I could develop a spirit of defiance, not denial, and I could use my energies to live rather than be consumed about dying. And so I went on to living.

Currently, after something close to six months, all my doctors tell me I look good, which seems to be the major means of measuring progress or lack thereof when it comes to cancer. In terms of treatment, I completed the fourth major chemotherapy treatment of taxol and carboplatin early in January and have had two successful rounds of radiation (twenty-plus days each time) to relieve pain in different places. I'm taking a minimum of medication. The treatment side effects have been extremely uncomfortable, but I remind myself that I've been as uncomfortable before with other maladies. My energy continues to be sapped, but I feel better now than I did at the beginning of the 1993 golf season.

The trouble with this illness is that you really don't know how ill you are. I won't know for another couple of months whether the treatments have driven my cancer into remission.

In the Preparing to Live phase, I noticed that all of the anecdotes about cancer are about people who are alive, mostly through miracles. I decided that I'll be an anecdote rather than a statistic. I've stopped reading about how things will or could be. No dwelling on bad news.

I decided to keep everything in balance. I've done that in several ways. I've continued to keep in touch with my clients. I'm helping my daughter in her business and have maintained my relationships with our firm's staff. I have preached occasionally and with the help of a colleague held a short conference on hope for my parish.

Inspired by Bob Stone, who writes in his book about building a support team using a survivor species, the buffalo, as his symbol, I created the Pelican Team. In my

**More than 250
friends, clients,
doctors, and
associates make
up Dick Byrd's
Pelican Team.
They send him
books, cards,
and messages
of support.**

case, the pelican seemed to be a more appropriate symbol since it is a species that has survived for 60 million years, is a Christian symbol for the sacrifice of Jesus, and, best of all, it's a "relative," a bird.

My team is made up of more than 250 friends, clients, doctors, and associates who've shown interest in my welfare. They wear pelican pins and perform small tasks that provide emotional support for me and my family in our struggle. They give me and my wife a significant boost each day via a hotline I've set up. I leave outgoing messages on the tape about my progress, and they return bits of cheer, jokes, and lots of love.

Assuming a future—which I do assume—I know I will not work as long and as hard at my profession as I did in the past, if for no other reason than that no matter what happens, I know I will die—of cancer, heart disease, old age, or something—just like everyone else. So I want to use each remaining day wisely.

Some of the things I've been doing to prepare to live the time left to me are: Talking to my Pelican Team members, sending them updates, listening to their messages of encouragement. Taking a nap (until now an unheard of event!) every day. Taking my various, sometimes very difficult, treatments with their unlovely side effects. Learning how to project-manage my illness and monitor my own progress. (My doctor says I'm aggressive. I'm sure he means assertive.) Looking at and listening to videos, greeting cards, jokes, and books sent to me by my Pelicans, as well as watching football, golf, and other sports on television. Promoting my new book, *Say the Magic Words*, at local book signings. Being open to alternative medicine if what I'm doing doesn't work, and gathering information, with help from my Pelicans, on alternative approaches, which I'll evaluate with my doctors. Pushing myself to do something active each day and, as much as possible, not acting like an invalid. Spending quality time with loved ones.

I'm not sure everyone can or should do what I'm doing. Each of us has to find our own way to prepare to live once we face our mortality. Some of us are more introverted and some more extroverted. Some are more religious than others. Imaging for one person is wonderful, for another it's fantasy. I had to find my own way.

Is there a message I would like to give

the whole world? Probably several.

First of all, if someone you know is diagnosed with cancer, don't treat them as if they have a social disease. Keep in touch, as closely as they'll allow. Find ways to make them laugh—jokes, humorous videos, funny greeting cards. Pray for them. Be direct!

If you should be diagnosed with cancer, don't assume your condition is terminal. Make sure that you're being treated by the oncologist who's right for you. Don't rush into faddish treatments. Sim-

ply look at your cancer as one more crisis of the particular decade you're in.

Finally, I'd like to share what helped me the most: the tremendous outpouring of love and affection from unlikely sources—flowers from clients, phone calls from people I haven't seen in 30 years, letters noting the impact I've had on people's lives, offers to drive me to treatments, hugs from doctors, and the opportunity to share my journey with so many, including you who have read these words. ◀

Do unto Others

Cargill, Dain Bosworth, Cray Research, General Mills, Honeywell, Waldorf Corporation, Pillsbury, Northwestern National Life—and the University of Minnesota Alumni Association—are but a few of the companies and institutions that have called on the organizational development skills of Richard Byrd. Byrd, who formed his own company in 1966, takes pride in helping individuals "discover the joy in achieving" and working with diverse groups of people to shape "caring environments." He has served as a consultant, speaker, and educator, and most recently as a writer. In *Say the Magic Words*, Byrd reminds readers not to forget to say please and thank you—and to do unto others . . . We are all employees, writes Byrd, and should be treated with trust, fairness, generosity, respect, consideration, gratefulness, dignity, integrity, candor, and responsiveness.

If Looks Could Kill

Ah, those knowing looks. They happen in meetings all the time. Sometimes the look says, "Aha, I told you so." Other times it's, "Well, what do you think of that?" or, "What bull that is. Don't you agree?" But perhaps the worst looks are those all-knowing and superior smiles exchanged while someone is talking.

Those looks are only the tip of an agenda, hidden, like an iceberg, and waiting to sink ideas or individuals. They can be aimed at a boss or someone deemed "out of it" or at a person who is resentfully seen as the boss's playmate or favorite. The looks can send signals of malice, contempt, or even fear. Whatever the emotions, they all show disrespect and discourage open participation by others, who may fear becoming objects of this silent conspiracy. These looks are disrespectful and rude. At the very least, they reflect insensitivity or naïveté on the part of the participants who, like adolescents in a classroom, don't think they are being observed.

The next time you are aware of exchanges of this kind at a meeting, take the people aside, especially if they are your peers or reports, and let them know their silent glances speak volumes better left unsaid. If that doesn't work, in the next meeting ask the people with the knowing looks what they think is wrong with what's being said. If they report directly to you, you can press them for an answer. If they are not your staff members, at least it will embarrass them sufficiently to get them to stop.

Don't let disrespect go unchallenged.

Excerpted from *Say the Magic Words* by Richard E. Byrd, Ph.D., Berkeley Publishing Group. Copyright © 1993 Richard E. Byrd.

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FOR 93 YEARS, advertisers have been helping *Minnesota* magazine bring news of the University of Minnesota and its contributions and achievements to alumni and friends—1993 was no exception. With the support of our advertisers, *Minnesota* was able to reach more than 270,000 alumni last year.

To all those companies and firms, organizations, advertising agencies, account reps, designers, and copywriters who have helped make the University of Minnesota connection through *Minnesota* advertising, we say thanks. We couldn't have done it without you. Thanks, too, for turning out advertisements that are as well read as our editorial.

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What you really want is the goose.

On a quiet time, you could get a well defined goal, direct the original action towards it and if all went well, about all you'd have the desired result.

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Instead of a single finite outcome, we offer an approach that will keep expanding, as resources in which all the parts become increasingly available.

So you can still get on the goal to the track. Can achievement be the next One improvement to the way?

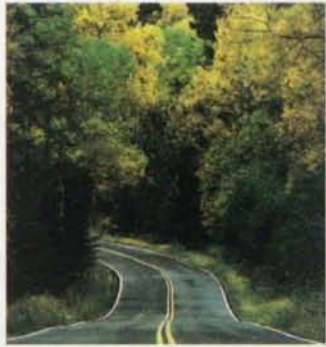
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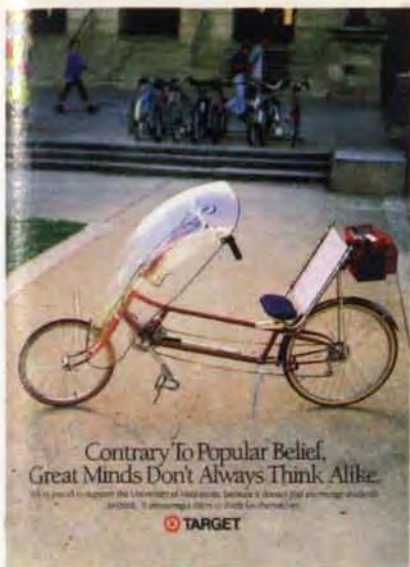
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Presented to the advertiser that most effectively customizes its messages for the University of Minnesota alumni audience.

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HIS CAREER MAY NEVER
HAVE GOTTEN OFF THE GROUND,
IF SOMEONE HADN'T SENT
HIM OUR WAY.



The University of Minnesota is looking for bright, creative high school students who might be interested in attending the U. If you'd like to enter our 1993 contest, please send your resume and a letter to our office with details. Call Venuum Signet or Jutta Pihonen at the Admissions Office at (612) 625-3086 or write to: Admissions Office, University of Minnesota, 360 Whitman Hall, 551 Pillsbury Drive SE, Minneapolis, MN 55455-0215.

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M A K I N G T H E
HOLLYWOOD
CONNECTION

A GROWING NETWORK
OF UNIVERSITY OF MINNESOTA ALUMNI
WHO HAVE MADE IT IN THE FILM WORLD
OFFER HELP AND ADVICE TO YOUNG ALUMNI
HOPING TO DO THE SAME

BY VICKI STAVIG



They aren't few and famous enough to be the Rat Pack, or young enough to be the Brat Pack. ■ They call themselves the Ice Pack. They are a group of transplanted Minnesotans who make a living in Hollywood as actors, writers, directors, agents, and production specialists. Among the group is the Minnesota Network, a sort of mini pack of about 50 University of Minnesota alumni who credit the education they got at the University, as well as the friends they made here, with much of their success. They not only keep in touch with each other, but, working with the University's theater department, they also make themselves available to University grads hoping to make it in "the business," providing help with everything from finding a photographer or a drama instructor to letting them know about auditions and identifying safe, reasonably priced areas to live.



THEY AREN'T HUMPTY, OR OLD MEN, BUT THEIR CAREERS WERE MADE IN MINNESOTA.
FROM LEFT: JOEL BROOKS, DEBRA MOONEY, AND GERALD KOCH.

PHOTOGRAPHS BY HAROLD SWEET

For Joel Brooks, the road to Hollywood was typically atypical. Brooks studied at the University of Minnesota for a year in the early 1970s after earning a B.A. degree from Hunter College. He left for Los Angeles at the invitation of a friend who wanted him to help write a movie, but "it didn't work out," he says, "so I went to San Francisco to see an old girlfriend and became a hippie." He was acting at the Magic Theater in Berkeley and San Francisco when he got a call from Marianne Muellerleile, another University alumnus, asking him to come and work at the Meadowbrook Theater near Detroit. While he was there, he worked with yet another alumnus, Debra Mooney.

"We were in a Greek drama together, maybe it was *Oedipus*," Brooks recalls. "Because it was repertory, you were a star one night and crawling on the floor in rags as part of the chorus the next. One night one of the chorus members fell asleep in the middle of a particularly long scene. Debra and I laughed hysterically as we crawled off the stage in our rags and left him out there."

From there, it was on to New York City and the Eugene O'Neill Theater Center, then the Public Theater, where Brooks remained for five years, until 1980, when his interest in television motivated a move to Hollywood. "I came out here and said, 'OK, I can afford six weeks to see if I like the town or it likes me,'" he says. "The very first day I got a guest role on 'Three's Company.' I was not untalented and very lucky." The role developed into a recurring one and led to other sitcoms, including roles on "Soap," "Benson," "Private Benjamin," "Hail to the Chief," "Teachers Only," and "My Sister Sam."

This season, Brooks joined the writing staff of "It Had to Be You," a short-lived CBS sitcom starring Faye Dunaway and Robert Urich. "I didn't want to give up acting, of course," he says, "but it was an opportunity I would have been stupid to pass up. It also meant I had to go back to being low man on the food chain."

Of his days at the University, Brooks says, "I met a lot of people who were instrumental in my personal and professional growth. Many are still my friends today: Don Amendolia, Ron Perlman, Karen Landry, and Linda Kelsey." And, of course, Debra Mooney, for whom he

has high praise: "She is the best Blanche DuBois I have ever seen in my life," he says of her role in *A Streetcar Named Desire*. "Tennessee Williams said the same thing before he died."

It was Williams himself who was responsible for bringing Mooney to New York City after she earned an M.F.A. degree from the University in 1971. "He had come to see *A Streetcar Named Desire* at the University when I played Blanche," says Mooney, "and he brought me to New York. He and his agent flew me in and I read for a play, but they didn't cast me. They wanted someone who was known." So Mooney headed for the Meadowbrook Theater, where she worked for a year.

"Then Williams brought me to New York for something else, and I stayed," she says. During the next eleven years, Mooney appeared in Broadway and off-Broadway productions including *Summer and Smoke, Chapter Two, The Odd Couple, Death of a Salesman, What I Did Last Summer, The Dining Room, and The Perfect Party*. In 1990, Mooney went to Los Angeles to visit her daughter, who was attending school there, landed a role in "Roseanne" that lasted for four episodes, and stayed. She went on to join the cast of "Davis Rules" for two seasons and appeared in various TV shows, including "L.A. Law," "thirtysomething," and "Tales from the Crypt."

"I love all my roles. I feel so lucky to have the variety. I recently shot an episode of 'Seinfeld,'" Mooney says, erupting into laughter as she relates the plot. "It was fun. They had just won an Emmy, so everyone was still floating. Last summer I did 'The Breathing Lesson' with Joanne Woodward and James Garner for the Hallmark Hall of Fame."

Mooney hasn't given up the stage, however. Two years ago she returned to New York for a Broadway play and will probably do more. "I like going back and forth," she says. "If you stay away from the theater too long, you can get frightened of it. Theater and film are very different but the same. With the theater, there's nothing like working in front of an audience and having that shared experience, but you're having to do something eight times a week. In film, when you get it, that's it; you don't have to keep doing it."

Mooney looks back on the education

she received at the University and credits Charles Nolte, then University Theatre artistic director and now professor of theater arts, with "not just my knowledge of the theater, but my philosophy about the theater. He was a big influence."

Mooney looks forward to trips to Minnesota, returning each year to vacation at her cottage in the northern part of the state. "In fact," she says, "I spent most of my summer there last year." Mooney is never too far from her Minnesota roots, since she maintains close friendships with other University alumni, including Brooks, Muellerleile, Bob Engels, Gregg Almquist, and Peter Michael Goetz.

When Bruce Johnson left the University's Morris campus in 1971 after earning a B.A. degree in English, he wasn't sure what he wanted to do, so he spent eighteen months traveling around the world. He settled down for a while and earned a Ph.D. in communications from Northwestern University, then signed on with Films, Inc., a Chicago-area firm that produced educational films. While he was there, Johnson helped edit Carl Sagan's *Cosmos* for educational use and Alex Haley's *Roots* into several 30-minute programs that could be used in the study of African American culture.

All in all, Johnson helped produce about 200 documentaries. "I would get the idea, do the research, and make the film," he says. While he was doing some work for Films, Inc., in California, he was hired by Dave Bell Associates and stayed for five years.

With three coveted Emmy Awards for film production to his credit, Johnson eventually landed at Hanna-Barbera as director of programming. "I worked for Joe Barbera, who is a legend," he says. Johnson was later made a producer and got involved in animation projects that included "The Jetsons." "I also supervised 'The Greatest Adventure' series—thirteen half-hour pro-



"IT'S HIGH TOWN TO BREAK INTO," SAYS BRUCE JOHNSON, EXECUTIVE VICE PRESIDENT AND GENERAL MANAGER OF HANNA-BARBERA ENTERTAINMENT. "IT TAKES TENACITY AND A BELIEF IN YOURSELF."

grams on the Bible—the best-selling children's video of all time."

Since joining Hanna-Barbera, Johnson has been executive producer of the *Fantastic World of Hanna-Barbera* at Universal Studios in Florida and the executive in charge of production for the "Dreamer of Oz" in 1990. He is current-

ly working on a *Flintstones* special.

Today, Hanna-Barbera is owned by media mogul Ted Turner, and Johnson is executive vice president and general manager of Hanna-Barbera Entertainment Company. "We do videos, cable, TV syndication, publishing, and licensing and merchandising," he says. "I've

moved into overseeing the business side of things for Hanna-Barbera. I oversee a lot of the deals that get made."

Johnson's foundation in communications and writing and "being able to interpret stories" have been invaluable assets. "My interest really began [at the University of Minnesota]," he says.

"I ALWAYS STRESS THE 'WORKING' ACTOR BECAUSE YOU HAVE TO WORK AT IT. EVERY PROJECT IS A NEW BEGINNING WITH A MIDDLE AND AN END. A NEW PULSE STARTS WITH EACH NEW PROJECT."

When he arrived in Hollywood, he did so "cold, trying to make my way into it," he says. "It's a tough town to break into. It takes tenacity and a belief in yourself, because it's a town that seems to be good at rejection. It's also a business that requires an ongoing stream of ideas and stories and people who can make things happen, the ability to hang on and make things happen. I've been fortunate to have landed here and to be surviving."

For many University alumni in Hollywood, theater was the starting point of their careers to which they always return.

"I always need my theater fix," says Peter Michael Goetz, who is costarring with Tony Randall in the Broadway play *The Government Inspector*, which opened January 6 at the Lyceum Theater in New York City. "This is perfect because it's a short commitment, three months. What's interesting is that Charles Nolte directed this play when I was a student at the University, and I'm actually playing the same role this time."

Goetz came to the University on a McKnight Fellowship in 1967 and stayed until he completed his doctorate work in 1969. He credits faculty members Nolte, Frank Whiting, and Robert Moulton with recruiting him for the fellowship and encouraging him to pursue his career at the Guthrie Theater. During the next dozen years, Goetz taught at the University, worked at the Guthrie and at the Chanhassen Dinner Theatre, and made many TV commercials.

"Then I went to New York," he says, "because I was really a theater person. I did several Broadway and off-Broadway plays. I also got occasional movie roles like *Prince of the City* and *The World According to Garp*."

Married and the father of two, Goetz disliked leaving his family behind when he was shooting in Hollywood, so eight years ago he moved them all to Malibu. "I'm very much a family man," he says. "I'm not a compulsive worker. Some people act because they don't function

real well in society and have nothing else. I think the balance helps me."

Goetz considers himself fortunate to have been trained at the University and the Guthrie. That training, he says, gave him confidence when he was auditioning for parts because he felt well prepared. Over the years, he's accumulated an impressive list of movie and TV credits, including *Glory* and *Father of the Bride*. "I start shooting *Father's Little Dividend* with Steve Martin and Diane Keaton in the spring," he says. "That will probably open next Christmas. I also have a TV movie coming up on Fox called *Missing Parents*."

"Working actor" is a label Goetz is proud of. "I've never had to be a waiter," he says. "I always stress the 'working' actor because you have to work at it. Every project is a new beginning with a middle and an end. A new pulse starts with each new project."

Goetz looks forward to alumni reunions in Los Angeles and helps University grads pursuing careers in Hollywood. "We have an alumni network where we work as mentors," he says. "We'll see them if they're in a particular production or take them to lunch and answer any questions they have."

Like Goetz, Gerald Koch offers his services as a mentor. "The University sent one student to me," he says. "I gave her advice on her résumé and photographs." An agent with the Gage Group for the past fourteen years, Koch (pronounced *cook*) gets auditions for the actors he represents, then negotiates their contracts when they get jobs. He earned an M.F.A. degree in theater from the University in 1975. For his thesis, he directed *One Flew over the Cuckoo's Nest*, in which fellow student Frank Dent played the lead. Koch went on to direct at Theatre in the Round, Franco's Dinner Theater, and the Radisson Playhouse in the Twin Cities and the Sioux Falls (South Dakota) Community Theater.

By this time, Koch had married actress Bonnie Urseth, and the couple

decided that the best way to get to Hollywood was via New York City. "One day I was wandering around Greenwich Village and ran into Frank Dent," Koch says. "His wife, D. Dee, had become an agent and was running the Gage Group in New York. Marsha Bonine McManus, another University alum, was working there, too."

D. Dee started sending Urseth out on jobs, then asked Koch one night, "Have you ever thought of being an agent?" Koch hadn't, but the idea appealed to him and he signed on with the Gage Group, initially answering phones and doing bookwork. Eighteen months later, Urseth went to California and landed some commercial work and two episodes on "WKRP Cincinnati." Three months later Koch followed and went to work for the Gage Group's West Coast office.

"We're a middle-sized agency," Koch says. "Often we get the actors to a certain point, then big agencies steal them away. I think we're known for finding the good, young, hot talent." The agency's current list of clients includes Robert Pastorelli (Eldin on "Murphy Brown"), Rosetta LeNoire (the grandmother on "Family Matters"), and Eddie Jones and K Callan (Superman's parents on "Lois and Clark"). University alumni represented by the agency include Mooney, Muellerleile, Mary Pat Gleason, and Lenny Wolfe.

Koch says he occasionally misses directing, particularly when he sees a play badly done, but "it passes." He speaks fondly of his days at the University, where he was the first student to direct in the experimental theater at Rarig Center. "The University gave me some wonderful opportunities," he says.

When Peter Graves and Jack Smight left the University of Minnesota, they had no alumni waiting in Hollywood to lend them a helping hand. They used a combination of talent and tenacity to make their own way toward what would become very



ACCORDING TO OUR FEBRUARY 1951 EDITION, PETER D. AURNESS, a.k.a. PETER GRAVES, THE STAR OF *ROGUE RIVER*, MARRIED FELLOW ALUMNUS JOAN ENDRESS IN 1950.

successful careers for both.

Graves, who is the brother of James Arness of "Gunsmoke" fame, majored in theater during his four years at the University. He had visited southern California on vacations, he says, "and knew that's where I wanted to go and what I wanted to do. So I went in a hurry. I didn't even wait for my degree; I was a couple quarters short."

Smight, on the other hand, stayed long enough to earn a degree with a major in theater and communications and a minor in political science. He had known Graves since their high school days when they played together in a dance band: Graves on sax and clarinet, Smight on piano.

The two headed west in 1949 and shared a room for \$7.50 a week. While

they faced some tough times initially, Graves soon landed a lead in *Rogue River*, and Smight began working as a radio actor.

"You learned how to starve for a while and take it from there," says Graves. "I drove taxis and sold door to door. I've never been out of work long."

Graves went on to star in the TV series "Mission Impossible" for seven years and did two more years of the show with a new cast in Australia in 1989 and 1990. "Mission Impossible" is still playing all over the world," he says. Today the actor can be seen hosting "Biography" on the Arts and Entertainment Network every Tuesday night. He also is involved with the American Cancer Society and is celebrity chair for the Arthritis Foundation.

While Graves was making his mark as

an actor, Smight found himself getting into production as televisions began to appear in living rooms throughout the country. He was stage manager for the "Colgate Comedy Hour," then directed live TV programs in New York, including "Climax Theater," and eventually several series, including "Naked City," "Route 66," and "The Defenders."

In 1963, Smight moved back to California and began to work in movies: *Harper*; *No Way to Treat a Lady*; *Midway*; *Airport '75*; *Remembrance of Love*; *Fast Break*; *Frankenstein: The True Story*; *Rabbit, Run*; *Loving Couples*; and *Kaleidoscope*. He also directed Graves in a few films, the last of which was *Number One with a Bullet*. "I'm semi-retired now," he says. "I directed for 35 years; now I'm doing a lot of screenwriting. I have a couple of screenplays out in the market, and we'll see what happens."

Smight and Graves see each other often. "We both married Minnesota girls," says Graves, and Smight adds, "The irony is that I used to date his wife and he

used to date mine." While Smight doesn't return to Minnesota often, he made the trip in 1977 when the University honored him with an Outstanding Achievement Award. Graves made regular visits to Minnesota when he hosted "Matrix," a TV program that featured people and projects at the University. He still returns to vacation at Brainerd and at a lake near the Canadian border.

"It's all been damn interesting," says Graves. "What I had learned at the University I had learned well. Doc [Frank] Whiting headed the theater department and was a wonderful teacher. I got a basic background in theater and got to perform and be around all the great literature. That exposure and study was a jewel." ◀

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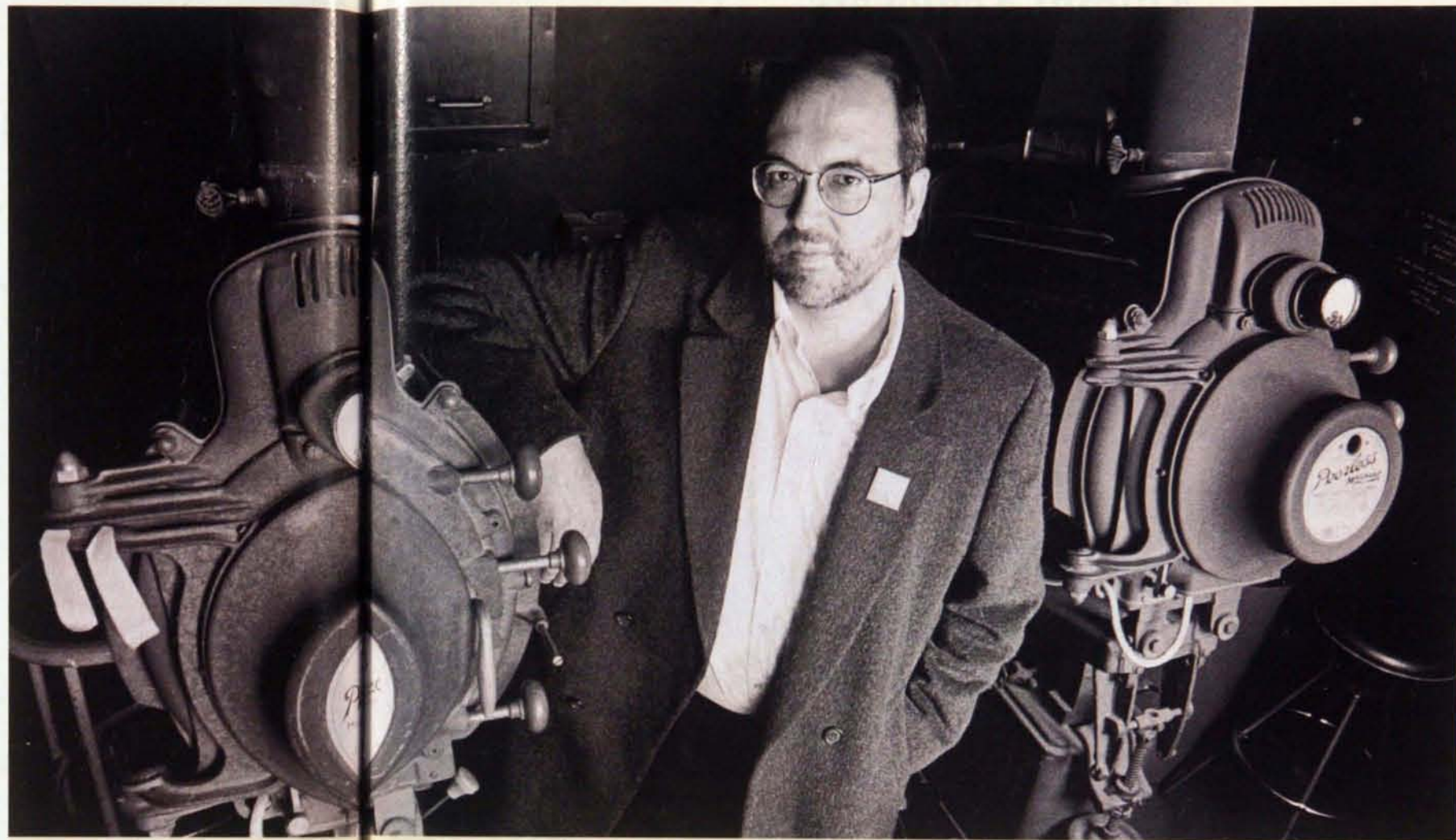
RANDY ADAMSICK IS INTENT
ON TURNING THE STATE
INTO THE STAR OF THE NORTH

BY VICKI STAVIG



The Hollywood Express runs both ways. While the University of Minnesota has spawned myriad professionals now making their way in Hollywood's entertainment industry, the Minnesota Film Board is working diligently to bring Hollywood to Minnesota. The responsibility for that task lies with the board's executive director, Randy Adamsick, '76 B.A. ■ Since Adamsick was chosen to head the Minnesota Film Board in January 1990, 24 movies have been shot in the state. That compares with a total of 20 during the previous ten years. Two films recently filmed in Minnesota—*Grumpy Old Men*, starring Jack Lemon and Walter Matthau, and *Iron Will*, starring Mackenzie Astin, son of actors Patty Duke and University of Minnesota alumnus John Astin—are leading box office moneymakers. ■ According to Adamsick, the film industry brought \$38 million to the state in 1990 and added \$3.3 million to the state's tax coffers, nine times the film board's annual legislative appropriation of \$214,000 (the board raises an equal amount from the private sector, giving it an annual budget of \$428,000). "We're the only film board in the country that isn't fully funded by state government," says Adamsick.

Adamsick credits Minnesota's appeal to location, crew, talent, facilities and equipment, and government cooperation. "We have two big cities—Minneapolis and St. Paul—each with a totally different look," he says. "Another plus is that you can base the production in the



LOOK FOR NORTHROP AUDITORIUM WITH HONORS, SAYS RANDY ADAMSICK, PICTURED HERE IN THE OLD PROJECTION ROOM IN NORTHROP.

Twin Cities and within half an hour be in a farm setting or a forest. And the local chapter of the Screen Actors Guild has 1,000 members. The top five or six stars in a film come from out of town for every picture, but beyond those roles, we can provide local talent. *Untamed Heart* had 42 speaking parts; 37 were filled by Minnesota actors. Probably the weakest link is the unpredictability of our weather, but we have four seasons, which is a plus. If they're shooting in October or November, it's possible to get summer, fall, and winter scenes."

When it comes to government and business cooperation, Minnesota ranks favorably, says Adamsick, giving two examples: During the shooting of *Crossing the Bridge*, the Hennepin Avenue Bridge in Minneapolis was closed for several weeks; for *Little Big League*, air traffic patterns were changed to lessen the noise. "Greasing the wheels is our job," he says

The University campus will be featured in scenes from *With Honors*, which is scheduled for release this winter. Although the storyline takes place at Harvard and most of the film was shot in Chicago, a crew spent three days shooting in the Twin Cities. Northrop Auditorium doubled for the Harvard library, which was designed by the same architect. "It's almost an exact replica," says Adamsick. "We do a lot of doubling for other cities like New York, Boston, and Detroit."

Another recent film, *The Good Son*, was shot elsewhere except for the climax, which was shot on the North Shore. That scene, says Adamsick, was three minutes in the final film but brought in about \$900,000 to the state. Other recent films shot in Minnesota include *The Mighty Ducks* and *Mighty Ducks 2*.

The film board doesn't have the budget to advertise in trade publications, but relies instead on word of mouth and tar-

geting the appropriate people: producers and production managers who set the budgets for the films and know, Adamsick says, "what a day rate will run in Toronto versus Minneapolis. They are the people who say, 'OK, we need a northern location; let's bid it for Detroit, Minneapolis, and Toronto.' They send us a script and ask for photos of locations that match those in the script. If they're interested, they send a scout out. Our big push is just to get people to come and look at Minnesota. More than half of the people who have come out have either shot that film or a subsequent film here."

Part of the courting process is an annual Minnesota Film Board party thrown in Los Angeles for the Ice Pack, industry people with ties to Minnesota, the Minnesota Network, and other alumni living in Los Angeles. Three hundred attended the event last year at Glam Slam in Los Angeles, which was cosponsored by the

University of Minnesota theater department. "We had everyone from production assistants to studio heads—it was vertically integrated," Adamsick laughs.

Adamsick, whose first job in the business was as administrative director of the University Film Society from 1980 to 1986, clearly relishes the challenge and the excitement of the chase. And there is no disputing his success. "We've gone from two pictures a year to seven being shot here," he says. "I came to the film board at a very good time; the pickings were really ripe for Minnesota. There was a big boom in the number of movies being shot because of VCRs. It went from 400 to 600 features being made a year, and they needed places to shoot. The business is generated from Hollywood, but 60 percent of the films are shot elsewhere."

And "elsewhere" to Adamsick is, of course, Minnesota. ◀

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Recordbreaker

Top scorer Carol Ann Shudlick shoots for an NCAA appearance

BY KAREN ROACH

AS THE TIME CLOCK winds down on senior Carol Ann Shudlick's collegiate basketball career, the six-foot center from Apple Valley, Minnesota, is focused on one goal: a trip to the NCAA tournament for the Golden Gophers.

Never mind that Shudlick, a 1993 *Street and Smith* preseason all-American first team selection, is on the verge of becoming Minnesota's all-time leading scorer. "The end of my college career, the scoring record... those things are way in the back of my mind, compared to the possibility of making the NCAA tournament," she says.

With the Gophers currently ranked fourth in the Big Ten, their highest ranking in nearly a decade, Shudlick and her teammates have reason to be optimistic. This season, the Division I tournament field will expand to 64 teams, the same as the men's. Last season, when the women had a 48-team field, four Big Ten teams were selected. "We're guessing that they will take five Big Ten teams for sure, maybe six," Shudlick predicts.

As of early February, Shudlick ranks second in the nation in scoring, averaging 25.2 points per game and second in Gopher scoring history with 1,872 career points. With nine regular season games remaining, she needs 172 points, or an average of 19.1 points per game, to catch Laura Coenen, Minnesota's career scoring leader with 2,044 points. Coenen is third on the Big Ten career scoring list; Shudlick is eighth.

Dethroning Minnesota's all-time leading scorer will be a challenge for Shudlick, but not impossible. She scored in double figures in 95 consecutive games and was the conference's top scorer last season, averaging 22.1



If only there really were two of her. University of Minnesota senior and Gopher basketball center Carol Ann Shudlick poses with her cardboard double in the new Sports Pavilion.

points a game. That ranked her eighth in the nation, earned her a Kodak all-American honorable mention, and helped the Gophers to their first winning season (14-12) since 1984-85.

The team's new arena, the Sports Pavilion, has been good to the Gophers as well; the team won its first eight games at home, half of them against Big Ten opponents. Their biggest win was on the road, however, when the Gophers upset then third-ranked Texas Tech 92-82 in overtime in December. The victory broke a 24-game winning streak for the defending national champions, and Minnesota's 92 points were

the most scored against Texas Tech in its previous 144 games. Shudlick contributed 44 points, tying her career high and the team's single-game scoring record.

The team's first Big Ten road victory followed in January when the Gophers defeated Indiana 73-68. Shudlick scored 38 points, shooting an impressive 88 percent from the field (14 of 16) and 83 percent from the line (10 of 12), and setting an Assembly Hall record for points by an opponent.

Throughout it all, Shudlick remains modest. "You can't succeed by yourself," she says, crediting teammates, family, and friends. This season, Shudlick is supported by a roster that boasts three returning starters, including senior forward Crystal Flint of Roxbury, Massachusetts, and juniors Cara Pearson at forward and Shannon Loeblein at guard, both from St. Paul.

A lower-profile teammate is sophomore Nancy Shudlick, younger sister and "good friend" of Carol Ann. The sisters, who also played basketball together in high school, enjoy watching two younger sisters play

for nearby Apple Valley. Carol Ann, who has played basketball since fifth grade, recalls little pressure from her parents, an upbringing that bolsters a noncompetitive relationship between the sisters.

"I don't like to focus on individual goals, like how many points I score. If we win and I score fifteen points, that's fine with me," says Shudlick, who nevertheless topped 1,500 points in high school and was named Miss Basketball in 1990. "You can't focus on just scoring points. You have to let that happen. If my shots aren't falling, then I try to get more rebounds, or I try to play better defense. The thing you realize is that basketball

is truly a team game."

Shudlick might not have individual goals, but Coach Linda Hill-MacDonald still has some expectations: "I hope she achieves the goals she sets for herself and leaves the program without any regrets, knowing she has reached her potential as a college athlete," she says, quickly adding, "and she is selected as a first team Kodak all-American."

Also in her fourth season with the Gophers, Hill-MacDonald has watched Shudlick grow on and off the court. "Her confidence and poise have increased, along with her versatility as a player," she says. "I know there's more she can do. She hasn't used up her ability."

They have talked about Shudlick's opportunities to compete beyond college, which are limited mainly to Europe. "I've been very realistic with her about what she can expect, possibly being the only one on the team who speaks English," says Hill-MacDonald, pausing mid-description. "But isn't it unfortunate that it's her only option?" she asks.

Hill-MacDonald has been among the leaders in the athletic program's push for gender equity, an issue she says touches her personally. "When I say I coach bas-

ketball, I still get asked, 'What else do you do?' " she laments. "They don't understand that I was up until five this morning preparing a scouting report that's due today."

"Coaching is a demanding profession, and you have to put time into it to be successful. When we travel, I'm working 24 hours a day."

Her commitment is paying off for the Gophers, who have improved from six wins in her first year to eight in her second and fourteen last year. Although she expects improvement, "I don't think we'll surprise anyone this year. The surprise was last year when we were predicted to finish tenth and we finished fifth."

Hill-MacDonald marked her 200th career coaching victory in December. She came to Minnesota from Temple University in Philadelphia, where she coached her teams to a 166-130 overall record for seven of ten winning seasons. At Minnesota, her record as of early February was 40-58.

This season, her team gained a home court advantage with the move to the new Sports Pavilion. With first priority for scheduling and their own locker room, the women have also gained "a sense of belonging," Hill-MacDonald says. Their spacious new locker area features custom seven-foot white oak lockers with built-in shelves. The team used

to occupy one-third the space in the basement of Williams Arena in the men's old locker room—complete with urinals.

Dedicated in December, the Sports Pavilion is adjacent to Williams Arena. Also home to women's volleyball and gymnastics and men's wrestling and gymnastics it features a multifunctional arena, flexible seating areas for up to 5,700, a unique lighting system, and rooms overlooking the arena for booster clubs and special events. The Sports Pavilion was part of a \$41 million on-campus sports facilities campaign that included renovation of Williams Arena and construction of a new Mariucci Arena for hockey.

Hill-MacDonald searches for the right words to describe the Sports Pavilion: Great. Cheerful. Clean. Bright. "Am I rambling?" she asks. "It's just so hard to put into words."

Another fan of the pavilion is Carol Ann Shudlick. "You can't place a dollar value on what it means to be a part of a growing program and to play in a great facility," she says. "In your article, will you thank all the alumni who supported this?"

Shudlick will be using the pavilion to write her way even further into the Gopher record books during the final months of her college career.



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EDITED BY KRISTIE MCPHAIL

COLLEGE OF AGRICULTURE

'84 **Thomas Fitzpatrick** of White Bear Lake, Minnesota, was honored by the National Pso-riasis Foundation for his role in developing an effective drug and light therapy.

'80 **Jerry Youngberg** of Grand Forks, North Dakota, has been elected president of the North Dakota Association of Realtors.

'85 **David Wolff** of Minneapolis has been named a fellow in the Industrial Hygiene Graduate Fellowship Program, which is sponsored by the U.S. Department of Energy and administered by the Oak Ridge Institute for Science and Education. Wolff will serve his appointment at the University of Minnesota's School of Public Health.

COLLEGE OF BIOLOGICAL SCIENCES

'76 **Rita Meyer** of St. Paul has been named assistant professor of biology in the College of Arts and Sciences at Rutgers University's Camden, New Jersey, campus. Prior to joining Rutgers, Meyer taught at the University of Minnesota, Purdue University, and the University of Chicago.

COLLEGE OF EDUCATION

'55 **Charles Brummer** of Wausau, Wisconsin, has been appointed an assistant vice president for claim operations at Wausau Insurance Companies, where he has held a variety of positions.

'67 **Walter Lonner** of Bellingham, Washington, received Western Washington University's 1993 Paul and Ruth Olscamp Outstanding Research Award. Lonner is a professor of psychology at the university.

GRADUATE SCHOOL

'34 **George Gibson** of Midland, Texas, has been awarded the Permian Basin Petroleum Association's Top Hand Award.

'45 **Paul Meehl** of Minneapolis has been awarded the American Psychological Association Award for Distinguished Professional Contributions to Knowledge. A Regents' Professor of Psychology, Emeritus, at the University of Minnesota, Meehl has made major contributions in the areas of assessment and behavioral medicine and classification and diagnoses.

'60 **Paul Rubbert** of Issaquah, Washington, has been inducted into the National Academy of Engineering in Washington, D.C., for contributions to the development of computational fluid dynamics as an effective tool for aerodynamic design. Rubbert is unit chief in aerody-

namics research for Boeing Commercial Airplane Group in Seattle.

'60 **Richard Skok** of St. Paul has retired as professor of forestry and dean of the College of Natural Resources at the University of Minnesota. Skok was a member of the University faculty for 34 years, 19 as dean of the college. He recently received the American Forestry Association's Distinguished Service Award.

'61 **Leroy Fingerson** of St. Paul has been inducted into the National Academy of Engineering in Washington, D.C., for contributions to flow instrumentation. Fingerson is president and chief executive officer of TSI.

'67 **George Raithby** of Waterloo, Ontario, has been named a fellow of the American Society of Mechanical Engineers. Raithby is a professor of engineering at the University of Waterloo.

'68 **Thomas Brunelle** of West St. Paul, Minnesota, has been named chair, president, and chief executive officer of LecTec, where he was previously senior vice president.

'76 **Leo McAvoy** of Forest Lake, Minnesota, has been awarded the Hennepin County Parks' Distinguished Outdoor Education Award. McAvoy is professor and division head of recreation, park, and leisure studies at the University of Minnesota.

'77 **Manfred Morari** of Pasadena, California, has been inducted into the National Academy of Engineering in Washington, D.C., for his analysis of the effects of design on process operability and the development of techniques for robust process control. Morari is McCollum-Cocoran Professor of Chemical Engineering and executive officer, chemical engineering, at the California Institute of Technology.

'78 **Jay Novak** of Plymouth, Minnesota, has been named editor of the new MSP Communications magazine *Twin Cities Business Monthly*. Novak was previously director of communications at General Mills.

'78 **George Tauchen** of Chapel Hill, North Carolina, has been named a fellow of the American Statistical Association for his outstanding professional contribution to and leadership in the field of statistical science.

'81 **Duane Roen** of Tucson, Arizona, has been appointed director of the writing program at Syracuse University. Before joining the Syracuse faculty, Roen served as coordinator of graduate studies in English and director of rhetoric, composition, and the teaching of English at the University of Arizona.

'82 **Lewis Moran** of Minneapolis has joined the architectural firm of Frederick Bentz/Milo Thompson/Robert Rietow as a principal. Mo-

ran was previously director of business development for Wold Architects and Engineers in St. Paul.

'83 **Ralph Cherry** of West Lafayette, Indiana, has been named an associate professor of sociology at Purdue University.

'90 **Patricia Lipetzky** of Elk River, Minnesota, has been appointed student services director for Metropolitan State University. Lipetzky was previously an academic adviser in the nursing program at Metropolitan State.

'92 **Richard Bulcroft** of Sedro Woolley, Washington, received a Fulbright Senior Scholar Award to teach and conduct research in Dar es Salaam, Tanzania, during the 1993-94 academic year. A sociology professor at Western Washington University, Bulcroft specializes in family sociology and adolescent development.

COLLEGE OF LIBERAL ARTS

'66 **Howard Cohen** of Racine, Wisconsin, has been named interim provost/vice chancellor at the University of Wisconsin-Parkside. Cohen is also dean of the university's School of Liberal Arts.

'73 **Douglas Carlson** of Minneapolis has been elected to his seventh two-year term as the grand historian of the Sigma Chi international fraternity and has received the fraternity's Order of Constantine award. Carlson is a systems consultant for Zeos International.

'87 **Scott Pries** of Richfield, Minnesota, has joined Miller Meester Advertising as senior account executive. Pries was previously an account executive for M&H Advertising.

'90 **Warren Ryan** of Minneapolis has joined Miller Meester Advertising as a public relations account executive on the American Cyanamid Crop Protection Chemicals account. Ryan was previously an account executive at Chuck Ruhr Advertising.

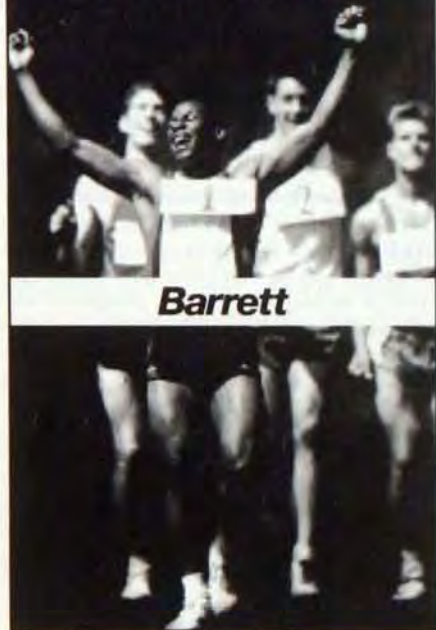
CARLSON SCHOOL OF MANAGEMENT

'31 **Elmer Andersen** of Arden Hills, Minnesota, received the sixth annual David W. Preus Leadership Award, which recognizes outstanding leadership expressed through service to others. A former governor of Minnesota, Andersen has served as state senator, chair of the University of Minnesota Board of Regents, chief executive officer and board chair of H. B. Fuller Company, and as a member of a wide variety of private, governmental, and civic groups. He is currently owner and publisher of an editorial writer for several weekly newspapers.

'52 **Gerald Mitchell** of Wayzata, Minnesota, has been awarded the University of Minnesota

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M Club's Lifetime Achievement Award. Mitchell is vice chair of the board and director of Cargill.

'74 **John Harris** of Edina, Minnesota, won the 1993 U.S. Amateur Golf Championship.

'80 **Stephen Shanesy** of Madison, Wisconsin, has been named vice president of consumer products division and marketing, at Oscar Mayer.

'85 **Steven Noble** of Brainerd, Minnesota, has been elected to partnership in the accounting firm of Larson, Allen, Weishair, and Company.

'92 **Ann Schreifels** of St. Paul has been promoted to senior account executive in the public relations department at Miller Meester Advertising.

MEDICAL SCHOOL

'82 **John Howe** of Springfield, Illinois, has been named assistant professor of ophthalmology at Southern Illinois University School of Medicine.

SCHOOL OF PUBLIC HEALTH

'62 **Scott Parker** of Bountiful, Utah, has been named one of the top 50 national leaders in health care reform by *Modern Healthcare* magazine. Parker is president of Intermountain Health Care.

'86 **Eugene Wedel** of Apopka, Florida, has been promoted to administrator from vice president for Florida Hospital in Kissimmee.

INSTITUTE OF TECHNOLOGY

'24 **Joseph Juran** of Wilton, Connecticut, has been named an honorary member of the American Society of Mechanical Engineers. Juran is chair emeritus of Juran Institute.

'44 **Hicks Waldron** of New York City has been honored for his guidance and leadership as a member of the Green Mountain College board of trustees with the dedication of the Waldron Athletic Center at the college.

'45 **Keith Weaver** of Fairfax, Virginia, has received a Distinguished Public Service Award from the secretary of the navy for his contributions as executive director of the Naval Sea Cadet Corps since 1978.

'59 **Larry Oyen** of Naperville, Illinois, has been awarded the Edwin F. Church Medal of the American Society of Mechanical Engineers for increasing the value, importance, and attractiveness of mechanical engineering education. Oyen is manager of waste and waste management at Sargent & Lundy.

'66 **John Scott** of Boston is director for the Medical City project, a new patient-focused medical complex on a 22-acre site in downtown



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Worcester, Massachusetts.

'76 **George Kluempke** of Cold Spring, Minnesota, has been appointed president and chief operating officer of Braun Intertec. Kluempke has been with the corporation for more than twenty years and has headed all of its engineering operations since 1990.

'78 **Ann Voda** of Minneapolis has joined the architectural firm of Frederick Bentz/Milo Thompson/Robert Rietow. Voda was previously a principal at Voda/Desnick Architects.

'83 **Melany Hunt** of Pasadena, California, has been awarded the Pi Tau Sigma Gold Medal of the American Society of Mechanical Engineers for outstanding achievement in mechanical engineering within ten years of college graduation. Hunt is assistant professor of mechanical engineering at the California Institute of Technology.

'92 **Bill Nielsen** of Sauk Rapids, Minnesota, has been appointed an intern with the United States Olympic Committee. Nielsen is a graduate student in sport management at Robert Morris College in Pittsburgh.

UNIVERSITY COLLEGE

'87 **Mark Bellcourt** of St. Paul has been named diagnostic services coordinator for Metropolitan State University. Bellcourt was previously a counselor at Moorhead State University and a program instructor at Portland Residences in Minneapolis.

DEATHS

Henry Barker, '23, Bethesda, Maryland, June 16, 1993. Barker was a leading authority on cotton and fiber crops. During the 1920s and 1930s, he worked for the U.S. Department of Agriculture in Mississippi and in Haiti, where he helped develop new crops.

George Hage, '57, Minneapolis, Minnesota, October 29, 1993. Professor emeritus of journalism and American studies at the University of Minnesota, Hage retired in 1983 after 37 years on the faculty. School of Journalism Dean Dan Wackman worked with Hage a few years ago to plan the school's 50th anniversary celebration. "I saw the respect and love George had for the school, for the *Daily*, for the faculty and his professional colleagues, and, most of all, for his students," says Wackman. Hage also was director of the Minnesota Journalism Center at the University and one of the founders of the *Minnesota Daily* Alumni Association.

Mary Ann Hansen, '65, Mercer Island, Washington, December 3, 1993. Hansen was the daughter of past University of Minnesota president O. Meredith Wilson.

Merrill Hansen, '48, Minneapolis, Minnesota, June 6, 1993. A certified public accountant, Han-

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sen worked for the Minnesota public examiner's office, Honeywell, and Educational Materials Corporation before starting his own accounting practice. He was a volunteer for Mount Olivet Lutheran Church and for the Armed Forces Service Center after he retired in 1983.

Arnold Johnson, '24, Akron, Ohio, April 25, 1993. A dairy scientist and food technologist, Johnson was an assistant professor of biochemistry at the University of Minnesota in the 1920s.

Helen Langland, '27, Mishawaka, Indiana, June 19, 1993. A member of the American Association of University Women and Alpha Xi Delta sorority, Langland was also an interviewer for the Minnesota Poll and other surveys.

J. Neil Morton, '23, St. Paul, Minnesota, August 7, 1993. Morton practiced with the St. Paul law firm of Briggs and Morgan for more than 51 years, ultimately serving as its president and board chair. He taught for ten years at the St. Paul College of Law (now the William Mitchell College of Law) and served as president of the Ramsey County Bar Association and on the board of the Minnesota State Bar Association.

Stanley Ozark, '46, Fairfax, Virginia, February 11, 1993. Ozark was an FBI agent in St. Paul before World War II and later a trial lawyer with the Internal Revenue Service and a Social Security Administration judge.

John Peterson, '35, Narberth, Pennsylvania, July

19, 1993. A registered professional engineer in Pennsylvania and Texas, Peterson worked for Ingersoll Rand, Mobil Oil, and Atlantic Refinery. He was a member of the American Society of Mechanical Engineers and the Society of Naval Architects and Marine Engineers.

H. C. Rustad, '69, Scottsdale, Arizona, February 12, 1993. Rustad was assistant superintendent of the Sioux Falls public schools and a professor of educational administration at the University of South Dakota at Vermillion. Before moving to South Dakota, he was a teacher, coach, principal, and superintendent of schools in several Minnesota communities.

Erick Schonstedt, '41, Reston, Virginia, March 20, 1993. Owner and president of Schonstedt Instrument Company, Schonstedt received the Outstanding Achievement Award from the University of Minnesota in 1989.

William Siffin, '44, Bloomington, Indiana, June 18, 1993. Siffin was professor emeritus of political science and of public and environmental affairs at Indiana University (IU). At IU, Siffin was director of the Institute of Training for Public Service, director of the International Development Institute, and acting dean for international programs. He also served as an adviser and consultant on management and administration to various United Nations agencies, the Ford Foundation, the World Bank, and a number of countries.

Malvin Olai Skarsten, '25, Rapid City, South Dakota, September 30, 1993. A champion chess player, Skarsten was a professor at Black Hills State University and later at Pacific University. He began teaching in rural Minnesota at age eleven.

Kay Nolte Smith, '52, Tinton Falls, New Jersey, September 25, 1993. An author of mystery novels, Smith was the 1980 winner of the Edgar Allan Poe Award for the best first novel by a mystery writer. She also worked as an advertising copywriter and an actress in summer stock and off-Broadway theater, and taught speech and writing at Brookdale Community College in Lincroft, New Jersey.

Victor Smith, '43, Monmouth, Oregon, June 15, 1993. Smith taught science in Minnesota for more than 30 years, wrote several science textbooks, and served on numerous professional committees. In retirement, he wrote a three-year series of general science textbooks and served as president on the Monmouth Chamber of Commerce and the Monmouth-Independence Rotary Club.

Mark Sorensen, '92, Minneapolis, Minnesota, October 7, 1993.

Sam Wolk, '41, Silver Spring, Maryland, September 4, 1993. Wolk worked for the Department of Health, Education, and Welfare, the National Endowment for the Arts, and the Civil Service Commission. He also was a past president of the University of Maryland Seniors Golf Association.

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The Board of Regents voted with all "aye" or "yes" votes in January for the **University 2000 plan**. After the vote, regents and others applauded. University President Nils Hasselmo and the regents expressed strong commitment to making the plan work and ensuring that access is not limited by students' socioeconomic status. Regent Jean Keffeler underlined the board's "strength of resolve" but said the goals cannot be achieved without funds from the state and private donors.

More specific plans will be brought forward for **University College**, and the question of choosing a different name will be addressed, Hasselmo said. The goal will be the same: to provide a system that gives part-time students more effective access to regular degree programs.

Regent Wendell Anderson said he wanted assurance that the quality of teaching will be the same in evening classes as in day classes and specifically asked whether "the Walter Hellers of today and the John Turners of today" will teach in University College. "How are we doing now?" Hasselmo asked. He said University 2000 is a commitment to trying to improve the current situation.

The regents approved **resource allocation guidelines** for 1994-95, with an amendment reducing the tuition increase from 5 percent to 3 percent and forcing a larger retrenchment. Vice President Ettore "Jim" Infante said lower tuition revenue would have serious consequences, including layoffs. Regent Keffeler said adoption of the guidelines does not commit the board to specific numbers and regents will want more information before deciding.

President Hasselmo and all the regents who spoke agreed on the need to keep the **salary increase** for faculty and staff at 6 percent. Faculty and staff have gone without raises two years out of the past three.

Massive needs for **deferred maintenance and renewal of buildings** were presented to the regents by Associate Vice President Sue Markham. The greatest needs are on the Twin Cities campus, she said; the Duluth campus has done the best job of taking care of its facilities. "The best dollars we spend are dollars spent on maintenance" instead

of repairing damage, Vice President Robert Erickson said. The University's capital bonding request includes \$20 million for deferred maintenance.

Competition will be intense in the capital request because of projects in the pipeline that "represent dreams and hopes that go back ten years, fifteen years," Regent Mary Page said. Academic needs also compete with maintenance. "This is going to be a very, very unpopular problem to deal with," Regent Darrin Roshia said, but it must be done.

The **University of Minnesota Health System (UMHS)**, Fairview Health System, and Fairview Physician Associates have signed letters of intent to join Blue Cross and Blue Shield of Minnesota and Aspen Medical Group to form an integrated service network (ISN) to serve the greater Twin Cities metropolitan area.

The network is not a merger or consolidation, and none of the organizations will participate in the ISN on an exclusive basis. UMHS is "eagerly looking forward to greater integration of our patient care, education, and research programs with those of our new partners," said UMHS President Gregory Hart.

Kathy O'Brien, top aide to President Hasselmo, left the University February 28 to become Minneapolis city coordinator. Hasselmo began a search immediately for her successor. "My passion is what happens in neighborhoods and local government," O'Brien said, and the job is a good match for her skills and interests, but the decision to leave the University was difficult.

John Najarian has signed a consent agreement with the Food and Drug Administration (FDA) Center for Biologics Evaluation and Research. He "neither admits nor denies" alleged violations of FDA regulations but agrees not to be involved in drug studies pending the findings of an ongoing federal investigation.

The **Minnesota Court of Appeals** ruled that the University had "just cause" to dismiss women's gymnastics coaches Katalin Deli and Gabor Deli in June 1992. The terminations were based on "clear and convincing evidence," the court said. Lawyers for the Delis said they will petition the Minnesota Supreme Court for further review of the case.

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Harvey Mackay, international author and nationally syndicated columnist, will come home to speak at the 90th anniversary celebration of the University of Minnesota Alumni Association (UMAA).

Mackay is an alumnus of the University of Minnesota class of 1954, business entrepreneur, and past national president of the UMAA. He has written three nationally best-selling business-related books, two of which have reached the *New York Times* best-seller list—more than 7 million total copies sold!

Prior to Mackay's speech, each of the 17 collegiate alumni societies will host gathering areas where you can meet old friends and learn more about your college or school. Photos and stories from the 90-year history of the UMAA will be on display. Come to campus early to visit your collegiate unit or a favorite professor and to see what has changed since your University days—you may want to drop by the new art museum.

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UNIVERSITY OF MINNESOTA
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REPORT



Highlights of the people, programs, benefits, and services of the University of Minnesota Alumni Association

National President

From time to time I am asked, "What is the University of Minnesota Alumni Association (UMAA) all about? What does it do?" In the past, I might have described the association as a booster club for University athletics. But the association has evolved into an organization that today focuses not only on building community and spirit but also on acting as a supporter and a change agent to assist the University in its task of providing students with an excellent education and a positive overall experience.

It is with these attributes in mind that the UMAA voted to undertake a project that I am very excited about. It's called U-Partners and it truly is an example of alumni "making the University of Minnesota connection."

Last fall, the UMAA received a one-time grant from the University to develop a program that would enlist alumni to help the University enhance the student experience. U-Partners is that program. It will match students with alumni from different Minnesota communities to provide mentoring and social interaction on an individual and a group basis throughout the student's entire undergraduate career. Alumni are critical to this program because they know what it's like to go to the "U"—they have been here.

For the first year, the UMAA will pilot the project in Minneapolis, St. Paul, Edina, Rochester, and Bemidji. An average of 60 incoming freshmen from high schools in these communities will be invited to participate in the program, and 60 University graduates from the same communities will be asked to act as mentors. In addition, 75 other persons—family members, community educators, other alumni—will be asked to take part in different group events throughout the year.

The program will be made up of two components. The first will involve the traditional mentor relationship: individual students and their assigned mentor will meet regularly during the school year to discuss classes, career development, internships, and anything else they choose to talk about. The traditional mentor relationship may end after a year, but in this program the participants will be encouraged to maintain their relationship with each other and the group throughout the student's years at the University. The second component will be educational and social activities throughout the year for students and mentors from each community, along with others who may be invited to participate in a particular event.

The program will begin with a freshman "summer send-off" and will culminate four years later with a ceremony celebrating the completion of the students' undergraduate education. Each year new freshmen will be added to the community-based group. Those who have "graduated" from the program will be asked to return and serve the group as alumni mentors.

The pilot program is scheduled to start in the five communities in June. If it's successful, it will be expanded to include 10 communities by 1995, 25 by 1996, and 45 by 1997! Our goal is that by the year 1997, more than 2,000 people—students, graduates, family members, educators, and area residents—will be participating in the program, and we will just keep on growing from there.

What do we wish to accomplish with U-Partners?

First, it is our hope that if we create a forum in which students can make a connection with other students and with alumni, each student participant's overall

experience at the University—which is determined not only by what happens in the classroom, but also by what takes place outside those four walls—will be enriched.

Second, we hope to reinforce two University objectives: improving graduation rates and encouraging students to complete their undergraduate education in four years.

Third, we are painfully aware that alumni support and involvement in the future of this institution is directly tied to the campus experience. To be blunt, the finer the education and the better the student experience, the stronger the tie to the University and the more inclined a graduate will be to give something back to the University.

When more than 85 percent of the Twin Cities campus student body commutes to and from school every day, the University has the nearly insurmountable task of connecting the bulk of its student population to the institution and to each other. This is why we believe U-Partners is so important to the University. By bringing together small groups of students and by linking them to alumni from their hometown or school, we will have created a vehicle for making the "big University" small.

The last time I wrote this column, I was mad. Mad because a national magazine had reported that the University is average. This month I am excited because we are about to embark on a project that will do something about improving our statistics, a project that embodies all that an alumni association can and should be. Through alumni service, advocacy, and fellowship, we will be supporting the University's tradition of excellence in education and enhancing student community and spirit.



Janie Mayeron

A T I S S U E

Linking Alumni to Students

*A*s national president Janie Mayeron points out in her column in this issue, the University of Minnesota Alumni Association (UMAA) has come a long way since the days when it was primarily a sports booster club. The UMAA still builds spirit and community at athletic events—and hundreds of other activities and programs—but it also helps support the University and its tradition of excellence in education. The UMAA links University students to alumni who support and encourage students while they're at the "U" and help improve their educational experience. "By sharing and renewing the tradition of excellence we found at the 'U' when we were students, we're helping to build a whole new generation of alumni," says Mayeron. Here we offer you a look at some of the important ways alumni are making the student connection.

When it comes to knowing the "U," providing career advice, and being a student's advocate, nobody does it better than an alumnus. Pictured at right are School of Public Health alumnus Aggie Leitheiser and student Jane Bruggeman.



STUDENT RECRUITMENT

Over the years, alumni have often been involved in recruiting students: Geographic chapters have invited prospective students to events in their communities, for example, and collegiate society members have telephoned students who have been admitted to the University to offer to answer questions about life at the "U."

Now the partnership between the UMAA and the University's Office of Admissions is going to be a more formal one, and the most visible evidence of the change is the creation of a new UMAA position: director of student recruitment.

Travelle Evans-Vann took over the job last fall, and is on a fast track to strategize and implement activities in the winter and spring, when students traditionally make their final decisions about college. The plans are ambitious, Evans-Vann says, and "everything may not happen at once. What we're not able to do this year, we'll do next year."

His charge is to mobilize alumni in support of University recruitment efforts, which focus on high-ability students. Evans-Vann expects to be working closely with alumni in Albert Lea, Austin, Grand Rapids, Red Wing, Redwood Falls, Rochester, and Wadena as well as in Martin, Rice, and Steele counties. In the Twin Cities area, he will be targeting four high schools: Edina, Wayzata, Highland Park, and one in Minneapolis.

A typical event might be a reception hosted by local alumni for prospective students and their parents. Representatives from the Office of Admissions would be available to answer the technical questions (how and when to apply, for example); alumni tend to make more personal connections. "Positive alumni are excellent role models for student recruitment," says Evans-Vann. "They help to remove the fear for students. Because of their experiences they can tell the students about life on a large urban campus." Alumni are also a valuable resource for parents with questions and concerns.

Colleges that admit a large number of the University's new freshmen—Liberal Arts, Agriculture, Human Ecology, the Institute of Technology—will naturally be a focus of Evans-Vann's work with collegiate alumni societies.

"An early indicator of the enthusiasm with which UMAA student recruitment efforts are likely to be received is the fact that alumni have already participated in two Campus Previews," says Evans-Vann. Organized to showcase the University for prospective students, each preview was attended by 1,200 students and their parents. Alumni have also been asked to participate in the freshmen camp activities for New Students Weekend this summer and to assist University President Nils Hasselmo at the reception for new students at Eastcliff, his home, in the fall.

All of this activity will require a lot of volunteers. "Alumni," warns Evans-Vann genially, "prepare to be contacted!"

STUDENT SCHOLARSHIPS

The University of Minnesota Alumni Association isn't in the fund-raising business, but in the 1950s and 1960s a

number of alumni left funds specifically designated for student scholarships to the UMAA. The funds remained unused until this year, when the UMAA University Issues Committee recommended the establishment of the UMAA Freshman Leadership Incentive Scholarship. Discussions of whether to award funds based on "merit" or on "need" resulted in a happy combination of the two.

Leadership—defined in terms of academic excellence, community service, family support, or any other demonstration of a candidate's abilities and promise—is the primary qualification for the scholarship. For the 1994-95 academic year, 24 \$1,000 scholarships were awarded on this basis. For 1995-96, there will be 12 awarded. For students who also demonstrate financial need, there were four \$1,500 scholarships awarded in 1994-95, and there will be five in subsequent years.

While applicants for the scholarships apply as they do for any University freshman scholarship, the UMAA aims to make its scholarship winners special by contacting them directly, participating in awards ceremonies at their high schools, and offering alumni volunteers as mentors. For more information, call 800-UM-ALUMS, or 624-2323 in the Twin Cities area.

MENTORING

Mentoring is another traditional alumni activity that has taken on a more central role in UMAA activities over the past few years. Since she took over the new position of mentoring program director about a year ago, Jayné Caldwell has been working with UMAA program directors and with the fifteen (of seventeen) alumni societies that offer alumni volunteers as mentors to students of the University colleges they represent. Currently there are 336 student-mentor pairs.

Caldwell is just finishing up a special project: matching students in the University Scholars program with mentors in the career areas they're interested in. University Scholars is a student-run organization for academic honors students. Caldwell wrote to 800 students who are currently part of the program; 50 responded that they would like to be matched with volunteer mentors.

U-PARTNERS: A NEW INITIATIVE

A new community-based alumni-student partnership program, U-Partners, begins in June. Linda Mona, UMAA treasurer, is the volunteer coordinator for the program; Travelle Evans-Vann, whose recruitment activities could be considered a form of community activism, is the UMAA staff coordinator. In fact, two of the same communities—Edina and Rochester—have been targeted for both recruitment and continuing alumni-student partnerships.

Basically, the idea is a simple one: connect students with alumni mentors who live in their home communities, and when the students graduate, ask them to join the program as alumni volunteers. To see how the program is expected to grow from 120 participants in 1994 to more than 2,000 by 1997, read Janie Mayeron's column on page 55.

Celebrating Student Achievements

To celebrate the achievements of students who play an active role in the life of the Twin Cities campus and the community, the UMAA recognizes student leaders with the Student Leadership Award. The 1993 winners were honored at the UMAA holiday party at the new Frederick R. Weisman Art Museum in December. A committee of staff and volunteers selected these students for the \$500 award.

NICOLE DANIELS

Junior, College of Liberal Arts (American studies)

- Minnesota Public Interest Research Group board of directors and energy task force

- Minnesota Student Association Forum representative

- Habitat for Humanity campus chapter founder and treasurer

Advice to future student leaders: Change is not always evident right away; keep trying, even though at times it seems you're not making progress.

CARL JOHNSON

Senior, College of Liberal Arts (political science)

- Chair, Men Against Rape

- National Residence Hall Honorary member

- One of three campus residence hall assistants named Programmer of the Year in 1992-93

- Territorial Hall house president, hall council president, representative to Housing Services Judiciary Board; Pioneer Hall resident assistant; Middlebrook Hall conference assistant/resident assistant

Advice to future student leaders: Don't ever be disappointed with yourself because you've set your hopes too high. Be flexible. Always believe. Seek advice, resources, and assistance from others. Everything you do matters.

STUART CHI YEOW KOE

Junior, College of Pharmacy

- Pharmacy College Board president

- Regional delegate (eight colleges in six states) of the Academy of Students of Pharmacy, the student arm of the American Pharmaceutical Association

Advice to future student leaders: Listen and learn. Respect your peers. Never be afraid of change. Don't be discouraged—leadership is often an unpopular position to be in. Delegate. Learn from your predecessors. Pass on what you have learned.

JENNIFER MCKEEVER

Junior, College of Liberal Arts (anthropology and women's studies)

- Minnesota Student Association (MSA) at-large representative

- MSA executive committee member

- MSA legislative relations committee chair

Advice to future student leaders: Search out your passion—your cause—and go for it! Be realistic, patient, and persistent. Create balance in your life.

ANNE RAE SCHOPEN

Senior, College of Liberal Arts (international relations/mass communication)

- Sexual Violence Program volunteer

- Residence Hall Association vice president

- Centennial Hall resident assistant

Advice to future student leaders: Look for the positive in every situation. Aim for the moon: Try to realize your wildest ambitions and toughest goals. Take time to reflect and to take care of yourself.

TESS SHIER

Senior, College of Liberal Arts (political science)

- Homecoming 1992 campus and community coordinator, originator of Community Service Day

- Homecoming Executive Committee codirector

Advice to future student leaders: Keep things in perspective and keep your enthusiasm. Learn about time management.

LANCE STENDAL

Senior, College of Liberal Arts (history)

- President, Mu Sigma chapter of Phi Gamma Delta

Advice to future student leaders: Right will always win over might. Keep in touch with the members of the organization you lead. Be willing to accept change. Every position is what you make of it.

BENJAMIN WEISS

Senior, College of Liberal Arts (sociology)

- College Bowl participant

- Coordinator, Minnesota Public Interest Research Group task force on hunger and homelessness

Advice to future student leaders: Listen first, "help" second. An Australian aboriginal woman once said: "If you have come to help me, you're wasting your time. But if you have come because your liberation is bound up with mine, then let us work together."

Introducing

Meet five new, almost-new,
or reassigned UMAA staff members

CHRISTOPHER COUGHLAN-SMITH *Public relations editor*

Invitations and programs are among the UMAA communications Coughlan-Smith will be working on; he will also be developing a UMAA insert for the University's tabloid *Update*, which reaches all 300,000-plus alumni. Coughlan-Smith also will be helping establish and coordinate publicity for the UMAA. He has been news editor for the *East Side Review* in St. Paul, area editor for the Forest Lake (Minnesota) *Times*, and a Ramsey County District Court law clerk. He is a 1986 graduate of the University of Minnesota School of Journalism and Mass Communication.

TRAVELLE EVANS-VANN *Director of student recruitment*

In this newly created position, Evans-Vann will be forging a more formal partnership between the UMAA and the University's recruiting efforts. He'll be working with alumni chapters and societies and with the schools in a number of Minnesota communities to integrate alumni volunteers into the student recruitment process. A 1985 graduate of the University of Minnesota College of Education, Evans-Vann moves into this job from another UMAA position. Lest you think of him strictly as an administrative type, you should know that he's also appeared in music videos, television commercials, and magazine advertisements.

CARLA MAXWELL *Alumni Legislative Network coordinator*

Building a broad-based, bipartisan network of alumni to help support and explain the University's requests to

the Minnesota State Legislature is the challenge recently taken over by Maxwell, who graduated from the University of Minnesota College of Liberal Arts in 1991 with a degree in political science. She has worked as a public affairs representative for Boland and Associates and for Maslon Edelman Borman and Brand.

TERRI MISCHER-RIEBEL *Program director*

As program director for the Biological Sciences, Dentistry, Dental Hygiene, Pharmacy, and Veterinary Medicine alumni societies, Mische-Riebel will be helping the groups plan activities and recruit members. She holds two degrees (B.A. '78, J.D. '81) from the University of Minnesota and came to the UMAA from the Professional Development and Conference Services Division of Continuing Education and Extension on the Twin Cities campus.

RACHEL POCRAS *Program associate*

Pocras's job is to connect with active alumni chapters and groups that are on their way to becoming chapters. Her assigned areas in Minnesota: Bemidji, Fargo-Moorhead, Fergus Falls, Grand Rapids, Mankato area, Martin County, St. Cloud, and Wright County. And around the country: Dayton and Columbus, Ohio; New York City; Florida's Sun Coast (St. Petersburg, Clearwater, Tampa) and Gold Coast (Fort Lauderdale, Miami); and Naples, Florida. A 1984 graduate of the University of Minnesota College of Liberal Arts, she formerly managed a unit in the University Bursar's office and is a volunteer at the Raptor Center on the St. Paul campus.

COMING SOON

University President Nils Hasselmo will speak to Los Angeles alumni March 21 at the Tournament House in Pasadena. Call 800-UM-ALUMS or 612-624-2323 for information.

The Sun Cities, Arizona, chapter spring luncheon is scheduled for March 25.

Speakers will be University President Nils Hasselmo and retired Col. Tom Schaefer, former Iranian POW.

The School of Nursing annual meeting will be held April 16 at the Radisson Metrodome Hotel. For information, call Olivia Hansen at 800-UM-ALUMS or 612-624-2323.

Career Action Day, cosponsored by the

School of Public Health and the Hubert H. Humphrey Institute of Public Affairs, is scheduled for April 5 at the Humphrey Institute.

Harvey Mackay, '54, author of three popular business books and a nationally syndicated newspaper column, will be the featured speaker at the UMAA 90th Anniversary Celebration May 10 at the Gibson/Nagurs-

ki Football Complex on the Twin Cities campus. Call 800-UM-ALUMS or 612-624-2323 for ticket information.

Julia Davis, dean of the College of Liberal Arts on the Twin Cities campus, will speak at the **Sun Coast** (Florida) chapter spring meeting April 9. For information, call Lori Winters at 800-UM-ALUMS. Davis will also speak to the **Washington,**

D.C., chapter at a May 19 dinner. For information, call Steve Francisco at 703-360-2897.

ON THE ROAD

The **Washington, D.C.**, chapter met November 4 at the Danish Embassy, where Ambassador Peter Dyvig spoke to the 58 people who attended.

Redwood Falls, Minnesota, chapter leaders participated in a discussion of U2000, a strategic plan for the future of the University, November 12.

Fifty members of the **Detroit** Women's Club gathered for lunch December 3.

Astronomy professor emeritus Karlis Kaufmanis gave his much-loved Star of Bethlehem talk for alumni groups around Minnesota in December. Kaufmanis visited Albert Lea (where 250 people from **Austin** and **Albert Lea** turned out to hear him), **Fergus Falls** (100 people), **Grand Rapids** (more than 200 people), and **Redwood Falls** (150 people).

Chicago alumni cheered the Gopher basketball team on against Northwestern at a January 8 game in Evanston.

The newly formed **St. Louis** chapter planned a get together January 23.

Pinky McNamara, '56, former Gopher halfback and an award-winning entrepreneur, spoke at the **Sun Cities**, Arizona, chapter annual meeting January 28.

Vin Weber, former U.S. representative from Minnesota's 2nd District, was the featured speaker at a February 9 **Washington, D.C.**, chapter dinner meeting.

The **Dallas** chapter attended a Dallas Stars (formerly the Minnesota North Stars) hockey game with other Big Ten alumni February 26.

University President Nils Hasselmo was the speaker at a March 3 **New York City** event planned jointly by the UMAA and the University of Minnesota Foundation.

Law School dean Robert Stein spoke at the annual meeting of the **Rochester, Minnesota**, chapter March 9.

AT THE "U"

Austin and Albert Lea, Minnesota, alumni returned to the Twin Cities campus November 20. They toured the campus, went backstage at the new Ted Mann Concert Hall, and saw a performance of Mozart's *Magic Flute* by the University Opera Theatre.

A **Border Battle Blast** brought alumni—along with coaches, cheerleaders, Goldy Gopher, and the marching band—to downtown Minneapolis before the Minnesota-Wisconsin hockey game January 9. The Gophers, who swept the series, were playing at Target Center to raise funds for the new Mariucci Arena.

Cruise the Route of the Vikings Aboard the Legendary *Crystal Harmony* Join alumni and friends from the University of Minnesota on this summer's 14-day cruise aboard the "Ultra-Deluxe" *Crystal Harmony*.

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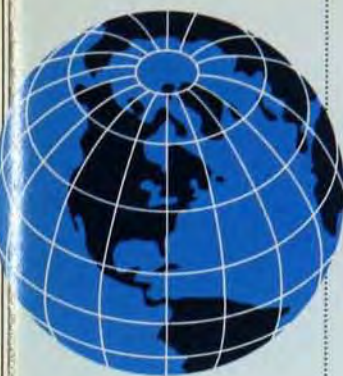
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To further enhance communication around the world, alumni and friends of the University who join the University of Minnesota Alumni Association (UMAA) can now use their personal computers — either IBM-compatible or Macintosh — to access Internet and E-mail for only \$70 per year.

Currently there is no limit to the connect time. If usage increases substantially, there may be time limits on service in the future.

To access the service from your personal computer, you need to purchase "Slip" software that lets the University computer think you are hooked into the network. Slip includes the programs Popmail, an E-mail send/receive program; Gopher, the interface that makes Internet easier to use; Telnet; and FTP. The cost of the software is a one-time charge of \$80.

In addition to Internet access, membership in the UMAA brings you six issues of *Minnesota* magazine each year, borrowing privileges at all Twin Cities campus libraries, discounts on Independent Study and Management Advancement Program classes, discounts on University Theatre tickets, special travel

programs, reduced greens fees at the University Golf Course, and much more.

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Faculty Who Make a Difference

BY TERESA SCALZO

The University of Minnesota Alumni Association is proud to cosponsor the Horace T. Morse-Minnesota Alumni Association Award in recognition of excellence in teaching, research, advising, academic program development, and educational leadership. Since 1965, more than 200 faculty members have been honored with this award. In addition to a commemorative plaque, winners and their respective departments each receive a \$2,500 gift awarded yearly for three consecutive years. Minnesota asked this year's ten winners to tell us how receiving the award has affected them personally and professionally.



John Allison, '54, '65, associate professor of physical therapy, Medical School, is credited with bringing the University's physical therapy program to national prominence since he became its director in 1977.

My greatest personal satisfaction was the warmth I felt from the comments of my peers, students, alumni, and co-workers. I deeply appreciate their sincere enthusiasm at my being a recipient. As a result of winning the Morse-Alumni Award, I am one of several educators featured in the national publication of the American Physical Therapy Association in an article encouraging students and practitioners to consider an academic career.



Rose Brewer, chair and associate professor of Afro-American and African studies, College of Liberal Arts, has been described as the “catalyst for much of the . . . best work in intercultural education that has gone on on this campus.”

I am most pleased when my students tell me I really make them think. I am hopeful that they will be able to make their mark on the world. I am hopeful because I see the talent that we have at the University of Minnesota. To participate in the training of young people as critical thinkers and actors in the world is the cornerstone and the joy of teaching for me.



James Carlson, '65, professor of music, University of Minnesota, Morris, uses enthusiasm and humor to keep students interested—and wondering what will happen next.

[R]eceiving this award] is a great reinforcement to faculty striving to provide the best possible education for undergraduate students. Additionally, the propitious boost to otherwise bleak budgets is tremendously welcome and particularly useful. Thank you for all you are doing to strengthen the University of Minnesota. Your efforts are enthusiastically appreciated and highly effective.



William Cunningham, professor of biology, College of Biological Sciences, has a “gifted ability to bring information out of the textbook and into relevant and meaningful context.”

The greatest benefit for me, so far, has been the contact with others at the University who are interested in teaching. As a result of winning the Morse-Alumni Award, I was invited to participate in the Bush Faculty Development Program. Being a mentor to young faculty who are working on improving their teaching has given me some exciting new ideas that I can apply in my own courses.



Donald Gillmor, '50, '61, *Silba Professor of Media Ethics and Law, School of Journalism, College of Liberal Arts, maintains a 9:00 to 5:00 "open door" office schedule; his primary criteria for good teaching are "caring, excitement, and knowledge," he says.*

Winning the Morse-Alumni Award was both a humbling and a soul-satisfying experience. Teaching awards probably impel teachers to work harder in preparation and in the classroom so that an honor such as this will continue to be deserved. At least that's been my experience. Knowing that you have had some effect on generations of students, however, is reward enough; the public acknowledgment of those effects—even though they may not all have been positive—puts the cap on it.



Marti Hope Gonzales, *assistant professor of psychology, College of Liberal Arts, can spark a discussion in a class with only 10 or more than 300 students. "When Marti took the lectern," says one former student, "the room heated up twenty degrees."*

We serve a very important role as educators by disseminating knowledge. We serve a more important role as educators not by telling students what to think, but by suggesting to them what it is important to think *about*, and how to go about reasoning, thinking, and communicating it.



Joann Johnson, *professor of physical education, College of Education and Human Service Professions, University of Minnesota, Duluth, creates atypical learning circumstances by inviting other faculty and townspeople to role-play situations, assigning students to learn to juggle, and serving homemade chocolate chip cookies and coffee at final class meetings.*

Praise from very high places . . . students shouting "Way to go, Doc Jo" during the award ceremony at commencement . . . shaking hands with President Nils Hasselmo . . . congratulatory cards and letters from more than 50 friends and colleagues . . . a handsome, unique plaque that graces my desk, reminding me of my responsibility as a winner . . . a fulfilled feeling from being rewarded for being among the best at what I most love doing in life . . . the tears of my 89-year-old mother.



Larry Miller, professor of chemistry, Institute of Technology, fosters a personal relationship with his students by asking them at the first class meeting to turn in a statement about their goals and learning styles—even in a lecture class of 200 students.

The award improved my self-esteem so that I can reply to readers of this magazine who have taken classes from me and are wondering, "How did that jerk win?" I got a lot better recently . . . really.



Ephraim Sparrow, professor of mechanical engineering, Institute of Technology, purges his classroom of the "tensions and strains that choke creative thinking," creating an environment of "permissiveness and acceptance."

The recognition accorded by the Morse-Alumni Award has provided me with the reinforcement and encouragement to continue my teaching experiments. [Winning] the award has indicated to me that new ideas and new formats can readily be accepted—and actually be admired—by University of Minnesota students.



Clare Woodward, professor of biochemistry, College of Biological Sciences, is renowned among students for interesting, well-prepared lectures and for being accessible outside of class.

Receiving this award has [enabled] me to discuss teaching with faculty from other parts of the University. Many of them agree that teaching and training are very different phenomena. Training asks students to become like the trainer; teaching invites them to draw on their own experience and creativity. Along with others, students of color and women must be invited into the sciences by teachers. Winning this award has renewed my confidence and energy in undertaking this role.

Presenting—the Goldy Award

MOVE OVER OSCAR, EMMY, TONY, and Clio—and make room for Goldy. Yes, Goldy. Named in honor of our beloved University of Minnesota mascot, Goldy is the new recognition award for *Minnesota* magazine advertisers. But before I tell you more about Goldy, let me turn the clock back to put this tale into perspective.

Alumni began publishing the *Minnesota Alumni Weekly* in 1901. By 1902 the Special Commencement Issue was a whopping 44 pages with 13 pages of advertising. Advertising continued to be an important source of revenue until the fifties, when it nearly disappeared from the magazine as membership dues took on a larger share of the financial support.

This trend was reversed four years ago when a group of volunteers and staff were brainstorming on how to get the magazine, which is a benefit to members of the association, into the hands of as many alumni as possible at least once a year to persuade them to join the association.

To fund our efforts during tough economic times, we turned once again to our friends in the business and advertising communities for help. We hired Peggy Duffy-Johnson, and she and I made calls on friends of the University, asking them if they could help us launch the effort by purchasing a full-page advertisement for a full year.

It was a tough sell. We had no prototype of the expanded-format Fall Preview Issue that we hoped to send to 150,000 alumni households. We could only paint word pictures of why we thought that it was a great opportunity for businesses to reach our upscale, educated, well-read audience of alumni leaders—while helping us reach more alumni at the same time. We had a shoe shine and a smile, but not much else.

I will be forever grateful to Jim Campbell, a 1964 graduate of the University of Minnesota and chief executive officer of Norwest, who agreed to advertise Norwest on the back cover for two years. Campbell says that his decision was based on *Minnesota's* pitch to

dramatically expand coverage to a large number of alumni once a year. "This is an interesting exposure to an important target market for us," said Campbell. "Extensive exposure to that many educated people was attractive; they are excellent customers and future prospects."

Campbell concedes that *Minnesota* is no ordinary advertising buy. "*Minnesota* is a special kind of a buy, not to be compared with a slot on the 10 o'clock news or a fourth of a page ad in one of the metro newspapers. It is a piece of Norwest's broad-based advertising program. It's niche marketing, not mass marketing."

Campbell acknowledged that his heart and sense of tradition played a part in his decision to advertise in *Minnesota*. "I'm appreciative of the great strides the alumni association is making to try to reconnect alumni to the University," said Campbell. "I actually began reading *Minnesota* back in the early fifties at the home of my piano teacher. This was my first connection with the University even before I was a student. And I think that this is the important role that the magazine continues to play—actually connecting alumni and friends with the University and allowing them to identify with the 'U.'"

The prestige of Norwest, and respect for Campbell in the community, made our subsequent sales calls easier. Soon after, Andersen Consulting became a long-term advertising partner. We were on our way.

Now we've decided that it is important to publicly thank the advertisers who have enabled us to spread the good word about our preeminent educational institution. We plan to give each of our advertisers a limited-edition replica of our first mascot as a thank you—



Margaret Sughrue Carlson
University of Minnesota
'83 Ph.D.

and make it a tradition by annually awarding a limited-edition design of Goldy as he has looked throughout the years.

The Goldy award made its debut March 16 at Eastcliff, at a reception and celebration hosted by University President Nils Hasselmo and Pat Hasselmo. Five other new awards were presented to some very special advertisers.

To Jim Campbell, we gave the Publishers Award for his vision and leadership and for his belief in and moral support

for communication excellence.

With ads featuring golden eggs, tigerlike bunnies, and computer mousetraps, Andersen Consulting was the hands-down choice to receive the Ski-U-Mah Award for creativity.

For its ads especially designed for our alumni audience, pointing out the importance of the University of Minnesota, Target was given the Rouser Award for customized advertising.

For its advertisement supporting the University's student recruitment efforts, IBM was selected to receive the Hats Off Award for community service.

Selected to receive the Some of Our Graduates Award for most effectively recognizing and incorporating alumni into its advertisements was the Lindquist & Vennum law firm.

To these and all our advertisers, we say thanks for making the University of Minnesota connection. Thanks, too, to our wonderful readers. As part of the *Minnesota* sales team, I'd be remiss if I didn't close this column by inviting you to advertise. It's good for your company—and for the University of Minnesota Alumni Association.

By Margaret Sughrue Carlson

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