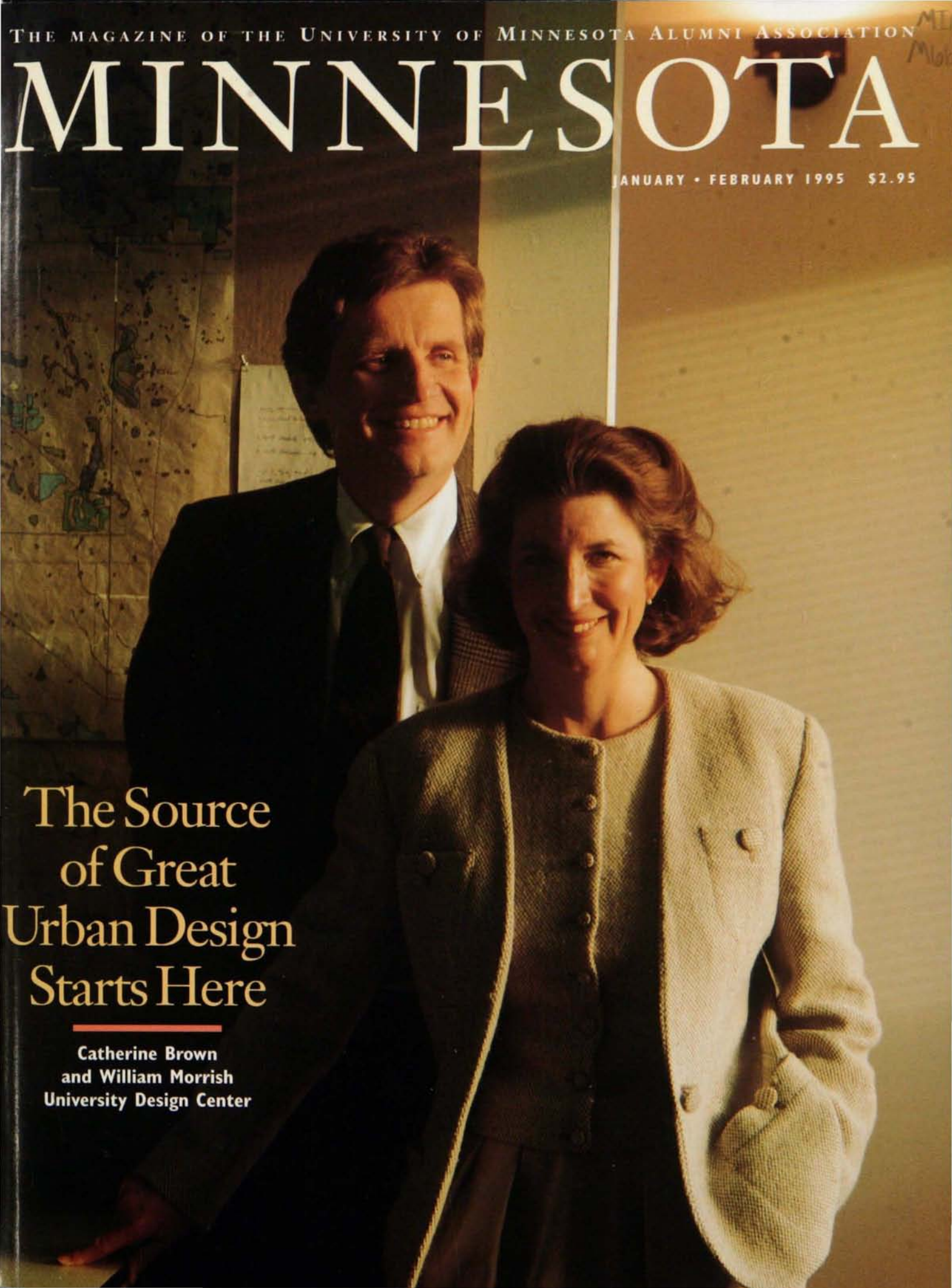


THE MAGAZINE OF THE UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

# MINNESOTA

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# MINNESOTA

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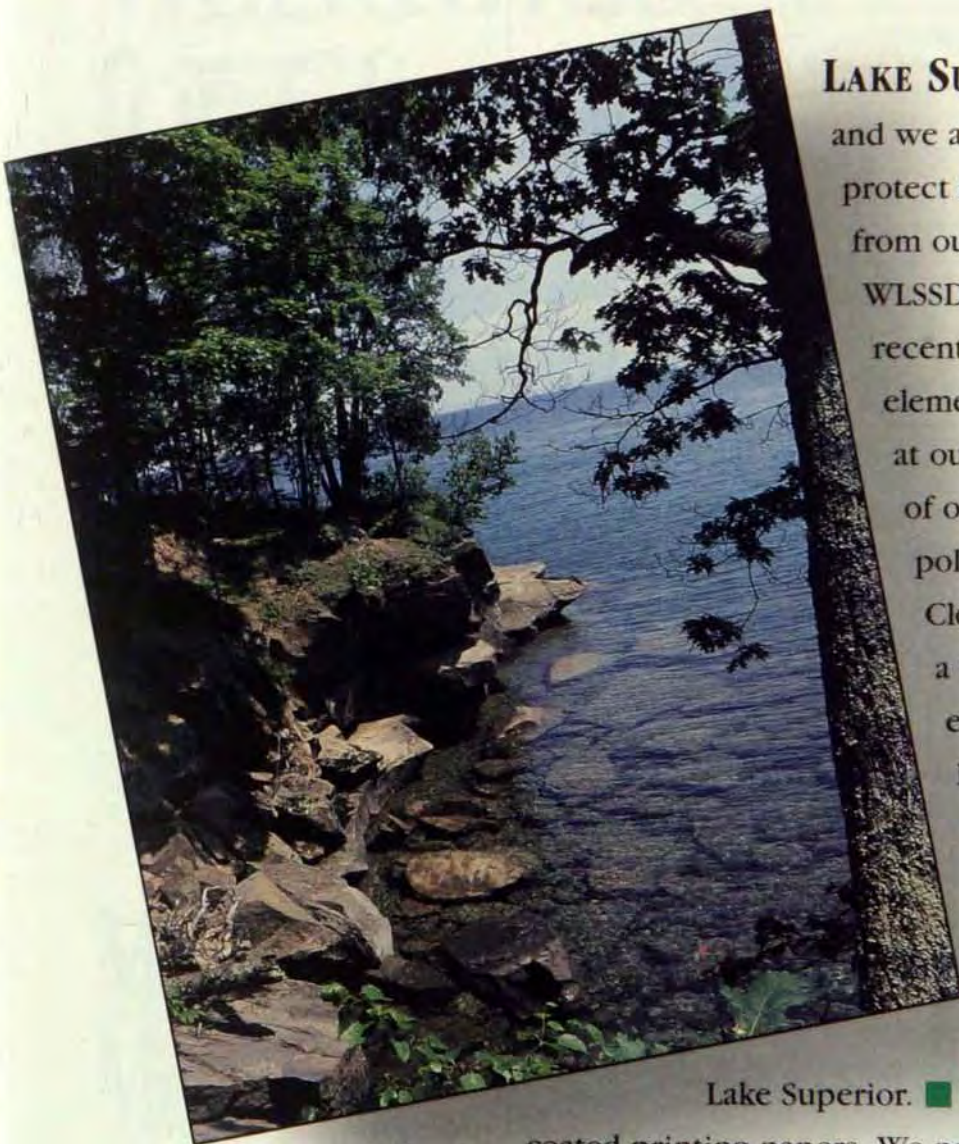




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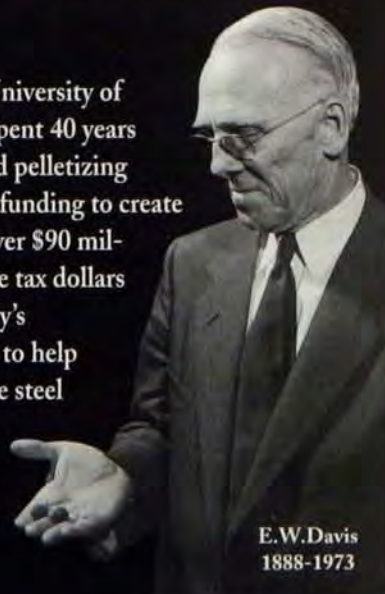
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**C O N T R I B U T O R S**

**REGENT SELECTION IN REVIEW**

Twin Cities freelance writer Peter J. Kizilos writes for the Hazelden Foundation, the McKnight Foundation, and Search Institute. He was a Mondale Fellow in the Hubert H. Humphrey Institute of Public Affairs at the University of Minnesota in 1992-93.



Peter J. Kizilos

**PIONEERS ON THE ENVIRONMENTAL FRONTIER**

A freelance writer based in the Twin Cities, Cathy Madison, '73, writes for several local and national publications, including *Twin Cities Business Monthly*, the *Chicago Tribune*, and *Selling*.



Cathy Madison

**CAMPUS CHRONICLERS**

*Minnesota* contributing editor Vicki Stavig edits *Art of the West* and produces newsletters for a number of corporate clients. She also edited the Voices column in this issue.



Vicki Stavig

**UNITED BY DESIGN**

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



Karin Winegar

**CLASS ACT**

*Minnesota* associate editor Teresa Scalzo, '90, also wrote *Campus Digest* and edited *Class Notes* in this issue.

**REVERSAL OF FORTUNE**

Brian Osberg, '73, '86, writes about men's athletics for *Minnesota*.



Brian Osberg

**CAMPUS DIGEST**

Formerly *Minnesota's* editorial intern, Kristie McPhail, '94, is studying for graduate school entrance exams and threatening to write a book about her experiences as a temporary office worker in the Twin Cities.



Kristie McPhail

**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*.



Maureen Smith

**ILLUSTRATION**

James O'Brien's illustrations have appeared in *Utne Reader*, *Milwaukee* magazine, and the *Progressive*. He has received an Award of Excellence from the American Institute of Graphic Artists. Julia Talcott is a Boston illustrator whose work has appeared in *Newsweek*, *Consumer Reports*, and *Atlantic Monthly*.

**PHOTOGRAPHY**

Layne Kennedy, '80, is an award-winning Twin Cities photographer whose work has appeared in numerous publications, including *Life* and *Sports Illustrated*. Twin Cities photographer Dan Vogel specializes in product, industry, and portrait photography. Larry Roepke is a Twin Cities photographer who specializes in corporate and editorial photography. Wendell Vandersluis is principal photographer for men's intercollegiate athletics at the University. Tom Foley is a photographer for University Relations. A postgraduate student at the University of Minnesota, Charlie Gesell, '94, is *Minnesota's* staff photographer.



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I N F O C U S

## On Turning 100

WHEN I GROW UP, oh, say 50 or 60 years from now, I want to be just like Geraldine Dickerson. Geraldine, who will be 101 on March 3, is a 1925 graduate of the University of Minnesota and the subject of *Voices*, a new column we have inaugurated with this issue.

Geraldine came to our attention when Elizabeth Strange, 89, a 1927 graduate of the University, wrote us a letter suggesting that we do a story about her friend. "I think she would make a very good article," wrote Elizabeth. "She has all her mental faculties and I believe her life story is very interesting." I'll say.

How can you help but admire this vivacious, gorgeous, down-to-earth, independent modern woman who shocked her mother by going into science when everyone else was becoming a teacher; who—six credits shy of a master's degree in bacteriology—started the bacteriology department at Minneapolis General Hospital, earning the then remarkable sum of \$140 a month; who retired not once but twice (at 65 and 75); who bought and sold two houses at a 1,000 percent profit; who listens to *MacNeil/Lehrer*, plays bingo, and learned all the presidents in her tenth decade.

Like many people, I've always been fascinated listening to others talk about the extraordinary things they have accomplished and the happenstance behind their efforts. Professors Ed Ney and Alfred Nier could hold anyone captive with their accounts of the part they played in the development of the atomic bomb, and I always regretted that we never talked to Professor Izaak Kolthoff about his codiscovery of synthetic rubber. In June, as I was

literally held spellbound by the personal memories of D day recounted by Allied and German veterans broadcast on all the television networks, I began to think about having faculty and alumni who had been present during history-making moments tell us about their experiences. Our writer would just record their narratives and prod them with an occasional question or two.

Admittedly, we were going to start *Voices* by featuring history-making accomplishments of our subjects. But Geraldine was too good to pass up.

We assigned the story to contributing writer Vicki Stavig. Even though Vicki is a Bemidji State University graduate, she's become a U of M alumni-faculty expert, having written about liberal arts entrepreneurs, resort owners, architects, show biz people, great teachers, new faculty, and not-so-new faculty—and that's just a sampling. With every assignment, Vicki would find a new friend to champion and tell us what a kick she got out of her subjects and her job. She's a great listener, and her skill at getting to the heart of her subjects really shows. Vicki and Geraldine, thanks to Elizabeth's help, have produced what I think is our best—and certainly our most enjoyable—story in ten years.

Geraldine is not in any history books, but she proves that remembrances of a whole life are pretty darn remarkable when you live to be 100 and can tell a story the way she can. She made me see that after years of practice, a whole new lifetime is just beginning. It's not often that you run into someone like Geraldine Dickerson—or maybe it is.

—Jean Marie Hamilton





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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

## ▶ A NEW ERA

**F**ifty years ago, more than half of all men in Minnesota smoked cigarettes. Nearly four out of every hundred babies born in the United States died before they reached their first birthday. Immunization was virtually unheard of, and contagious diseases—tuberculosis, polio, smallpox—carved a swath of destruction through neighborhoods, communities, even entire countries.

The School of Public Health was established at the University of Minnesota on July 1, 1944, to promote better health among the public at large. Though teaching and research about preventing disease and encouraging health was not a new concept at the University, coalescing existing efforts into a single academic unit marked a new commitment.

Today, good health is possible for more people than ever. And the School of Public Health and its more than 7,000 alumni have helped improve the quality of life in Minnesota, the United States, and the world. Consider these historical examples:

■ Ancel Keys, a charter member of the School of Public Health faculty, developed a “wholesome, durable meal” that could be toted into the field; it became known as K rations.



The K, of course, is for Keys.

■ In the now famous Seven Countries Study of the late 1950s, researchers studied the health of men from Japan, Italy, Yugoslavia, the Netherlands, Finland, Greece, and the United States and found that different populations have different rates of coronary heart disease, and that these disparities are linked to diet and

its influence on serum cholesterol.

■ Faculty member Leonard Schuman was one of ten experts who formulated the 1964 Report to the Surgeon General that first established conclusively the link between smoking and health problems.

More recently, the school has been involved in the national debate over health care financing, in helping Minnesota businesses cope with waste management problems, in educating people about healthy lifestyles through the Minnesota Heart Health Program, and in combating AIDS through its role as the statistical center for a nationwide National Institutes of Health study of innovative treatments.

For information on the school's 50th-anniversary celebration, call the dean's office at 612-624-6669.

## ▶ GOPHER FACT FILE: THE UNIVERSITY'S NOBEL LAUREATES

**John Bardeen;**  
faculty, Institute  
of Technology,  
1938-45; Physics,  
1956 and 1972;  
developed the  
transistor with  
Walter Brattain



**Saul Bellow;** faculty,  
College of Liberal  
Arts, 1946-59;  
Literature, 1976;  
portrayed modern  
man as frightened  
and alienated  
in his early novels

**Norman C. Borlaug;**  
'37 B.S., '41 M.S.,  
'42 Ph.D.; Peace  
Prize, 1970;  
developed a disease-  
resistant  
and highly  
adaptable  
dwarf  
variety of  
wheat



**Walter H. Brattain;**  
'29 Ph.D.; Physics,  
1956; developed the  
transistor with John  
Bardeen

**Melvin Calvin;**  
'35 Ph.D.; Chemistry,  
1961; described  
the chemical  
reaction that  
occurs during  
photosynthesis



**Arthur Compton;**  
faculty, Institute  
of Technology,  
1916-17; Physics,  
1927; developed and  
proved a quantum  
wavelength theory  
known as the  
Compton effect



ワンダ・ガアグ  
Wanda Gág



Illustration by Wanda Gág  
for *Millions of Cats*, 1928

The Japanese call it the golden age of children's books—that period in the 1930s and 1940s when native Minnesotan Wanda Gág (*Millions of Cats*, *ABC Bunny*) was illustrating her stories with apple-cheeked children and sprightly cats and bunnies. Gág's work was among the 133 illustrations that Karen Nelson Hoyle, director of the University's Children's Literature Research Collections and Kerlan Collection, sent to Japan last year for a traveling exhibit of original illustrations from children's picture books. Virginia

Lee Burton (*The Little House*) and Marie Hall Ets (*In the Forest*) were the other authors and illustrators represented in the exhibit.

Japanese children's book publisher and exhibit organizer Mitoo Ito requested the illustrations after seeing a display from the University's collection at the Bologna Children's Book Fair in Italy in 1985.

Hoyle, who attended the Tokyo premier of the exhibit last spring, was struck by the large number of people who

1902年3月11日、ミネソタ州ニューウルムに  
まれる。父アンソニー・ガグは画家で、母は  
はるかに生活をしていて、

1912年、ニューウルムの高校を卒業。その  
も、しかし、本格的な絵の勉強のためにセン  
ミオアホリス美術学校で2年、絵を学んで

1917年、ニューオータムアー・スチュー  
アを開設。しかし、その年、母（リバー

ア）が亡くなり、まだ幼い  
ニューウルムの家を  
ちがやっていたけ  
り念することにな

attended  
and by their  
enthusiastic

response. "Children's books are a wonderful bridge from culture to culture," she says. "I'm committed to doing this again for the 50th anniversary of peace between Japan and the United States in 1995."

The illustrations will be on display in several Japanese cities through March. Mall of America take note: Most of the museums displaying the exhibit are located in major department stores, proof that the Japanese know how to get art to the people.



**Philip S. Hench;**  
faculty, Graduate  
School of the  
Mayo Foundation,  
1923-42; Medicine,  
1950; developed  
cortisone with  
Edward Kendall



**Ernest O. Lawrence;**  
'23 M.A.; Physics,  
1939; invented and  
developed the  
cyclotron, a device  
that accelerates  
atomic particles in a  
spiral path by means  
of a fixed magnetic  
field

**William N. Lipscomb;**  
faculty, Institute  
of Technology, 1946-  
59; Chemistry, 1976;  
described the rela-  
tion of molecules'  
geometric and elec-  
tronic structures to  
their chemical and  
physical behavior



**George Stigler;** facul-  
ty, College of Liberal  
Arts, 1938-46; Eco-  
nomics, 1982; ques-  
tioned the wisdom of  
state intervention in  
private economy as  
far back as the  
Depression and  
advocated major  
deregulation of  
trucking, oil, and  
airline industries  
during the Carter  
administration

**John H. Van Vleck;**  
faculty, Institute  
of Technology,  
1924-28; Physics,  
1977; pioneered  
modern quantum  
mechanical  
theory



**Edward O. Kendall;**  
faculty, Graduate  
School of the Mayo  
Foundation, 1914-51;  
Medicine, 1950;  
developed cortisone  
with Philip Hench



**THE MAN:** Sam Richter, '89, principal of Gerber/Richter and Associates marketing and communications firm, is a former Gopher split end turned advertising whiz kid who recently won top honors at the prestigious Houston Film Festival for a commercial he wrote and produced for the Gopher football team. The ad won a Gold Award, the top award in its category.

**THE IDEA:** When Richter played football for the Gophers in the late 1980s, attendance averaged 62,000 per game. By 1991, attendance for even the biggest games was a dismal 36,000. Richter wanted desperately to do something to help his alma mater fill the stands. He drafted a sixteen-page marketing proposal and public relations plan. Although athletics administrators liked Richter's ideas, the department had no money in its budget to follow through on the plan. Stalled but not stymied, he forged ahead.

**THE STRATEGY:** Richter got some alumni to invest, then called his director friend Joe Schaak, now with Northwest Productions, who had some old film in his refrigerator, persuaded a rental company to let him keep over a weekend the equipment he had rented for shooting another commercial, and used a crew of 20 instead of the usual 50. In the end, he



Sam Richter

and Schaak shot the commercial for \$2,500 in donated funds.

**THE CONCEPT:** "We [showed] a little gopher on the side of the road and the voice-over says, 'Last year over 5,000 gophers were run over on Minnesota roads,'" says Richter. "As the car passes in front of the gopher, it morphs into a Gopher football player who runs across the dirt road and smashes over the camera. The voice-over says, 'We thought you'd like to know what it feels like to be run over by a Gopher.'"

Richter asked another friend, former Gopher defensive end Anthony Burke, to play the human Gopher. They got the furry gopher from a farmer in Stillwater, Minnesota.

**THE AWARD:** Richter didn't know that Schaak had entered the commercial in the Houston Film Festival. Schaak got a call telling him the spot had won an "important prize," but he couldn't make the trip, so Richter went to Houston with his cousin. "They treated us like royalty," he recalls. "They put us up at a five-star hotel and all these famous people were at the awards ceremony." Past winners of the Gold Award include Steven Spielberg and George Lucas.

**THE END:** "The car does not really run over the gopher," says Richter. "It just looks like it."

## ▶ MIGHTY MINA

**M**ina Ogawa's art, which is categorized as installation, is part sculpture, part environment. Unlike a photograph or a painting, Ogawa's art lasts only as long as the exhibit, and then she tears it down. "It's like theater," she says. "Even when the play is over, the experience is never gone. That's what I'm most interested in. [Rather] than just preserving the artwork as a precious object, I want my art to be more a physical experience. Visual is good, but physical is very interesting, too."

One recent piece featured a large wedding veil hanging on a wall with a pair of little girl's shoes on the floor beneath it, a woman's hairnet, several rocks, and two figures cast of handmade paper, wax, and human hair.

"I've been intrigued by paper for a long time," says



Mina Ogawa

Ogawa. "When it's wet, it's really like skin, very translucent. I made a mold out of plaster and I pushed wet paper against it, and squished [out] the water. When it dried, I found it shrunk so much, I couldn't make it like a female figure. It came out a little distorted. And I liked it a lot. So that was happy accident."

A native of Tokyo, Ogawa,

30, came to Minneapolis five years ago to study at the Minneapolis College of Art and Design. She liked the city and its art community so much that she decided to stay and pursue a master of fine arts degree at the University.

Much of Ogawa's work is influenced by her childhood and women's role in Japanese culture. "Marriage is still very

important for Japanese women," she says. "So I start questioning why it's important. Some of my friends get married... it looked to me like they rushed so much because the pressure is so big and everybody is very insecure about just being independent, which is really sad. And to have a very successful husband, you have to be good looking or have good behavior, which is all kind of surface. So I was thinking about inside and outside fulfillment. How are we [Japanese women] going to fulfill ourselves?"

Ogawa wants to teach art eventually, but says she first has to develop herself as an artist. She won't say whether she will stay in the United States. "I like this country a lot," she says, "but I don't want to think that I'm going to be here until I die. That's kind of scary."



We asked University students to identify the Twin Cities campus's best-kept secret.  
By Kristie McPhail



**Matthew Sandager, 22, senior majoring in studio arts.**  
**Hometown: Scandia, Minnesota**  
The students are the secret. They are interested, motivated, and more energetic by far than I would have imagined. I went to an expensive private school full of rich kids who don't care—and do only what they need to [graduate]. The general attitude of the students [at the University] surprises me. People want to continue a conversation outside of the classroom. There is a great academic interest at hand here.



**Sean Baldwin, 23, senior majoring in English.**  
**Hometown: Anoka, Minnesota**  
The teaching assistants are the best secret and best resource at the University. The University can be overwhelming and impersonal and the professors seem inaccessible. Teaching assistants can be found in their office at all times and are willing to provide insight to alienated students.



**Josh Baymiller, 20, sophomore, undecided major.**  
**Hometown: Memphis, Tennessee**  
The student organization I belong to—SOAR [Student Organization for Animal Rights]. We do protests, show films, set up displays. I've only been a vegetarian for six months, and I used to think that [vegetarians] were freaks, but now I know better. If people would get involved and see our displays, they would become vegetarians or vegans. We don't only have University students [as members]. There are adults and junior high and high school students.



**Souts Manivanh, 20, junior majoring in physical therapy.**  
**Hometown: Vientiane, Laos**  
The University 2000 plan. Administrators don't explain it very much. I don't know what is up with it. As a student, I think that I should know what's going on.



**Kong Yang, 22, senior majoring in history.**  
**Hometown: Xiangkuan, Laos**  
The event planning program the University has for student organizations. Most student organizations don't know the steps involved in putting an event together. The University has these programs to help, but most groups don't know they exist.



**Tara Johnson, 20, junior majoring in elementary education.**  
**Hometown: North Oaks, Minnesota**  
The University *does* have an undergraduate elementary education program. A lot of people thought they were going to [abolish the program], but they are just changing it. And not too many people are aware of it as far as I know. It will be a whole new program [to prepare students to move into a licensure program or for students who want a liberal curriculum with an emphasis on education].



**Christina Chavez, 22, senior majoring in psychology.**  
**Hometown: Cottage Grove, Minnesota**  
Croissants and Sweets bakery in Stadium Village. They've got the cheapest mochas and lattes you can find. It's a nice place to hang out with friends and warm up with a nice cup of coffee and a muffin.



**Douglas Rojas, 20, freshman majoring in Latin American studies.**  
**Hometown: Mérida, Venezuela**  
I've only been studying here [since September]. For me there are several secrets and differences. For example, there are different customs and some strange dress. I am planning to study here for four years so I hope that I will learn more.



# Regent Selection in Review

What makes a good University regent, and how is the state's toughest volunteer job filled? *Minnesota* looks for the answers

BY PETER J. KIZILOS

Selecting the twelve men and women who serve on the University of Minnesota Board of Regents and are charged with setting policy for and governing Minnesota's largest, most complex public institution has never been an easy matter.

Throughout the University's 144-year history, the task has been complicated by the University's unique legal status as a public institution with constitutional autonomy from state government. The 1851 document granting the University legal autonomy from what was then the Minnesota Territory also called for the territorial legislature to appoint regents. In 1860, two years after Minnesota became a state, the legislature shifted the responsibility for appointing regents to the governor, who would act with the advice and consent of the state senate.

Over the years, the governor of Minnesota gradually assumed more and more power over the regent selection process, until the arrangement began to threaten the University's autonomy. In 1928, the University sued the state of Minnesota to reassert the legal independence of the University and its Board of Regents. Ruling in favor of the University, the Minnesota Supreme Court returned the power of regent selection to the legislature. Future governors and legislatures continued the power struggle into the 1930s, when the court once again reaffirmed legislative authority.

The system for regent selection remained relatively unchanged from 1939

to the mid-1980s. University leaders, legislators, and others became concerned when the increasingly partisan tenor of state politics in the 1970s and 1980s spilled over into the process, resulting in some bitter debates over regent nominations.

In response to those concerns, the University of Minnesota Alumni Association (UMAA) formed an independent blue ribbon committee to study the selection process. In 1988, as a result of these efforts, the legislature created the Regent Candidate Advisory Council (RCAC) and charged it with the responsibility for recruiting, screening, and nominating regent candidates. The change was intended to give people without political connections a better chance of becoming regents and to create a set of expectations for people interested in serving on the board.

The 24 members of the RCAC are appointed by the legislature to staggered six-year terms (twelve are appointed by the speaker of the House, twelve by the Senate Subcommittee on Committees of the Committee on Rules and Administration). They recruit regent candidates through newspaper ads, bulletin board postings, and, most importantly, asking leading civic, business, nonprofit, and education groups to suggest qualified people.

Those applying for an open seat on the Board of Regents fill out an application (available from the RCAC office at the state capitol). RCAC members sift through the applications and select a smaller group of candidates to interview. In the winnowing process, the council balances individual qual-

ifications, the needs of the board as a whole, legislative requirements, and the political realities of the appointment process.

Eight seats on the Board of Regents are reserved for a person from each of the state's eight congressional districts. Of the four "at large" positions, one traditionally has been held by a representative of organized labor and one by a person from Minnesota's minority communities. By statute, one regent must be a student enrolled in a degree program at the time of his or her election to the board.

Some critics argue that this tradition creates built-in conflicts of interest. "It's a shame that some seats on the board are seen to be reserved for representatives of particular constituencies," says John Brandl, Humphrey Institute professor of public affairs and a former state legislator. "For example, someone who is a student on the board feels that he or she has to watch out for the concerns of students. In fact, people just take that for granted. Similarly, if a person is a member of a labor union, the person takes it for granted that what he or she is supposed to do is watch out for labor unions. We ought to work very hard to end that. The practice, custom, and tradition ought to be that regents seek to protect the interests of the state and the University as a whole."

After the interviews, the RCAC forwards the names of two to four nominees for each opening to the House and Senate Education Committees of the Minnesota Legislature. In the case of a congressional district seat, the names are also sent to leaders of the party caucus in that district.

Meeting jointly, members of the House and Senate Education Committees interview regent candidates. Individual legislators also meet with candidates. The joint committee's choices for at-large seats are generally approved by the full House and Senate. In the case of a district seat, committee members still hold hearings, but they generally defer to the wishes of legislators in that district. In either case, a candidate must win a legislative majority to serve on the board.

Since its inception six years ago, the RCAC has conducted four rounds of recruitment and screening of candidates to fill open positions on the Board of Regents, reviewing more than 400 applications, interviewing approximately 200 persons, and forwarding the names of 54



individuals for legislative consideration. In each round, the legislature selected regents from among the candidates recommended by the RCAC.

Recently, the RCAC commissioned a study to evaluate its success and discern strengths and weaknesses in the current nomination process. The report praised the RCAC for opening up the process to those "who traditionally have had difficulty asserting themselves in a purely political process," encouraging qualified candidates to apply, and "making candidates aware of the importance of the Board of Regents, the appropriate role of a regent, and the need to subsume one's personal loyalties and affiliations in loyalty to the University of Minnesota." Yet the report also raised concerns about the continuing influence of politics on the process of recruiting, nominating, and appointing members of the board. Some RCAC members and observers expressed concern about perceived partisanship, diminished leadership stature of candidates, the presence of agendas other than strong governance for the University of Minnesota, and internal RCAC debate about the appropriate relationship between diversity and qualification in the selection process.

Some observers are also concerned that politics still plays too big a role in selecting the Board of Regents. With the legislature providing only about 28 percent of the University's total budget, they question why state lawmakers maintain the sole power to choose all of the members of the University's governing board. "This goes back to when the University was founded," says Dale Olseth, a UMAA National Board member and a trustee and past chair of the University of Minnesota Foundation Board of Trustees. "Back then, it was probably valid to set it up that way. But now, this is a very complex, huge, multidisciplinary university, part of which deals with a legislative appropriation—but most of it doesn't. Yet how the board is organized and managed hasn't changed."

Olseth worries, too, that because regents are still selected through a political process, some excellent candidates don't apply. "They say, 'Leave that to the politicians,'" Olseth says. "The legislature by definition is a political organization. You can't expect a strong Democrat to say, 'Well, here's a magnificent candidate who could represent our congressional district and happens to be a very

conservative Republican'—or vice versa. Whoever is in the majority ends up picking someone who has allegiances to them and may not have the qualifications to serve or function as a regent of the University of Minnesota."

Because the legislature is a political body, it does not always send clear signals about what it expects regents to do once they are appointed. Some lawmakers almost seem to want regents to micromanage the University; some want regents to stick to setting policy. In his years at the legislature (between 1976 and 1990), Brandl saw the split time and time again. "That's because the legislature is rarely in agreement within itself on that question," Brandl says.

"You have some people of one view and some of another. And there is never a time for the legislature to sit down and say, 'We the legislature are going to decide what our position is on this question.' Since that issue doesn't come up, individual legislators hold their own views about what the regents are supposed to be doing."

**W**ith the terms of four regents—Jean Keffeler, Mary Page, Darrin Roshia, and Lawrence Perlman—expiring in 1995, the RCAC has again begun the long process of evaluating, interviewing, and nominating regent candidates.

Though community leaders, opinion makers, and friends of the University may differ on specific policy decisions or directions taken by the Board of Regents, there is broad agreement on the personal and professional qualities that best characterize the "ideal regent."

"People have to be visionary and understand the difference between policy and operations," says Ezell Jones, former chair of the UMAA University Issues Committee and a member of the RCAC. "The regents' duty should be setting policy and dealing with the visionary changes necessary to meet the challenges of the future. Their job is not to micromanage the University, but to empower its leadership to carry out new policies and practices to meet the challenges of tomorrow."

Regents need to consider complex issues in higher education and how they relate to the welfare of Minnesota as a whole. "Regents must understand the Universi-

ty's leadership role and its mission as a land-grant institution," Jones adds. "We're talking about a business that serves clients—the students, the businesses of the state of Minnesota, its peoples. It must understand how its mission is going to affect its clients. And it must deal with outcomes."

The ideal regent should have a sound understanding of the dramatic social, economic, political, and demographic changes taking place in the state and the nation and

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**"Regents should work to ensure the strength of the University twenty years out and pay less attention to today's headaches."**

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of how the University should adapt to them, says Ron McKinley, community affairs officer for the St. Paul Companies and a member of the UMAA University Issues Committee. "We need forward-thinking people to serve as regents. The question they should be asking is 'What is the University of Minnesota in the year 1999 and the year 2000 and the year 2010?'—not 'How can we restore the University to the glory of the old days?'"

"Our thinking is that regents need to have had major organizational experience, preferably in an executive role," says Curt Johnson, chief of staff for Minnesota Governor Arne Carlson. "We need people who have experienced major restructuring of large enterprises and know where the ditches are and how to get out of them. We only seem to have recognized it [during] the last two or three years, but this institution is undergoing a major transformation in its size, its focus, and, to some degree, in its philosophy. That experience is, in many ways, very similar to what a large corporation goes through—facing the challenge of its own restructuring to remain competitive in the market."

Being open, flexible, and able to listen to new points of view and consider innovative solutions to complex problems is also desirable, says Sheila Corbett, president of the Minnesota Student Association. "Since we are losing a lot of public funding, regents need to be innovative and creative about using the resources we do have to make the University a good place to attend and a top-notch school. Regents should not be afraid to make changes and



step forward to propose changes."

While adaptability is an important trait, regents also need the courage to pursue a vision. "Regents should make decisions based on their best analysis and judgment of the facts, not by sticking a finger in the air and seeing which way the wind is blowing," says James Day, a former associate UMAA director who is now a higher education management consultant. "For example, nobody likes the idea of tuition going

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"Being a regent ought to be separated from the political process in a way similar to the way that being a judge is separated from the political process."

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up. On the other hand, what students pay does have a direct relationship to the resources available for their education. Regents need to focus on what is best for the University, even if that is controversial or unpopular with some groups," he says.

Diversity of background is an important consideration in shaping the Board of Regents as a whole. "The board should, to the maximum extent possible, be a cross section of Minnesota," says John French, a former UMAA national president who helped lead the lobbying efforts to change the regent selection process to what it is today. "The board should have some farmers and some business and professional people; it should be male and female. It should have some wealthy people, some not very wealthy people, some labor, some business. Perspective and point of view are important."

Having different backgrounds and perspectives on issues is important, but regents should not elevate their unique perspectives over the interests of the state and University as a whole, says John Adams, chair of the Faculty Consultative Committee, professor of geography in the College of Liberal Arts, and professor of planning at the Humphrey Institute of Public Affairs. Regents should focus on the big picture, not on the short-term situation. "The very idea of worrying about diversity in racial or ethnic terms might very well be a reflection of the way these things are thought about in 1994," Adams says. "But we ought to be thinking about the issue down the road, creating a University that is open to

a variety of different student and faculty talents as we get ready for the next century—and making the central administration talk about that in long-term policy terms rather than forcing the discussion about next fall's entering class."

"We want a good cross section of people to serve on the board of regents," says Representative Lyndon Carlson (DFL-Crystal), chair of the House Education Committee. "Individual regents should be interested in the University of Minnesota and education, have shown leadership in their chosen profession, and understand the role of a governing board. The regents deal with general policy. The administration does the day-by-day decision making. It's important that regents understand the role they

are asked to perform."

Serving the University of Minnesota and promoting its mission of teaching, research, and service is the best motivation for a regent. "Regent candidates should be committed to serving on the board, not using the position as a stepping-stone to further personal ambitions," says Tom Renier, chair of the RCAC and president of the Northland Foundation in Duluth. "We want people who are going to commit a full six years, if not twelve, because it takes a while to get up to speed on such a complex board. We can't have people swear in blood that they'll serve one or two full terms, but we think it's a legitimate issue for discussion. If we put your name forward to the legislature, we want to know [you] intend to make that commitment."

People shouldn't be thinking about running for public office before they get on the Board of Regents or after, says John Brandl. "It shouldn't be done. Being a regent ought to be separated from the political process in a way similar to the way that being a judge is separated from the political process. It's involved in it, one is picked through the political process, but it is very unusual for a person who becomes a judge to leave that position to run for office. It ought to be unusual."

Choosing people to sit on the University's Board of Regents is not merely an academic exercise. As the state's only land-grant university and its flagship educational institution, the University of Minnesota has big responsibilities and will not

escape competition for the educational dollar as parents, students, businesses, foundations, other organizations, and taxpayers continue to look for the best value they can get. Today's regents are in a unique position to steer the University into the 21st century and make vital decisions on issues affecting the quality of life and education in Minnesota for years to come.

"Regents should work to ensure the strength of the University twenty years out and pay less attention to today's headaches," says John Adams. "They shouldn't let issues that seem important today preoccupy their time and turn them away from issues that are harder to get at, but make a difference long-term. For example, one of the things that we should be taking a look at is the difference between the University of Minnesota and the other major research universities across the United States and across the world in the next quarter century."

"The act that created the land-grant universities is still a remarkable document, even for today," says Senator Roger Moe (DFL-Erskine), Minnesota Senate majority leader. "However, like anything that was created based upon national legislation in the 1860s, it needs some modification. I would encourage candidates to think about the question 'How do you adapt the concept of a land-grant university to the context of the 21st century?'"

A strong, committed, and effective board will help the University hold its own in an increasingly competitive educational and business environment. A weak board, whose members put personal ambition or narrow concerns above the University's best interests, may allow the institution to slide slowly into mediocrity.

"If we are going to survive as an institution we must have people who are committed to the future and to the history of this place and who care about it deeply and want it to survive," says Josie Johnson, a member of the Board of Regents from 1970 to 1973 and currently academic affairs associate vice president and associate provost for minority affairs. "We need people who see themselves in the role of constructively critical thinkers—people who can assist the University in articulating its mission and goals, and reflect the concerns of our constituencies. This is a magnificent, world-class institution, and it needs to have people who are committed to maintaining that quality."



## The Regents' Perspective

Minnesota asked current University of Minnesota regents what they thought was the most important qualification of a good regent and received the following response from Jean Keffeler, chair of the board:

My colleagues on the board and I have discussed your [request] and decided to submit a collective response.

Our discussion yielded a variety of important attributes—integrity, insight, critical judgment, wisdom, energy—but largely focused on the imperative of clarifying and understanding the University's mission and actively working to support it. Another crucially important qualification is the ability to work collaboratively and "maintain an overriding loyalty to the entire University, rather than to any part of it" or to a particular Minnesota constituency. Of course, a working knowledge of the state of Minnesota—its diversity, urban and rural mix, and educational complexity—is valuable as well.

Every member of the board exercises independent judgment in the conduct of regental responsibilities; however, all of us are committed to working together in the best interest of the University. In addition, all regents take very seriously the list of board and regent responsibilities [approved by the board in 1989]. The list omits "maintaining a healthy sense of humor," [but] it too is important to doing good work in a very challenging environment.

## Current Regents



**Wendell R. Anderson**  
*Congressional District 6*  
*Elected: 1985*  
*Term expires: 1997*  
*Residence: Minneapolis*

Wendell Anderson, a partner in the law firm of Larkin, Hoffman, Daly & Lindgren, received bachelor of arts and law degrees from the University of Minnesota. He was a member of the Minnesota Legislature (1958-70), serving four years in the House and eight in the Senate; governor (1970-76); and U.S. senator (1977-78). He is on the board of directors of National City Bancorporation, Fingerhut Corporation, Swedish Council of America, and the Swedish American Royal Round Table and is Minnesota's Honorary Swedish consulate general. He played on the U.S. Olympic hockey team in 1956.



**Julie A. Bleyhl**  
*Congressional District 2*  
*Elected: 1993*  
*Term expires: 1999*  
*Residence: Madison*

Julie Bleyhl is legislative director for the American Federation of State, County, and Municipal Employees, Council 16. She serves on numerous policy and advisory boards, including the Agricultural Utilization Research Institute and the University's College of Agriculture Advisory Council. She was a member of the Minnesota State University Board (1989-93) and its vice president (1991-93). She earned a bachelor of science degree in agribusiness management from Southwest State University in Marshall and received a Kellogg National Fellowship in 1991.



**William E. Hogan II**  
*Congressional District 3*  
*Elected: 1993*  
*Term expires: 1999*  
*Residence: Minneapolis*

William Hogan is CEO of the Hogan Company, which rebuilds and creates companies. His experience

includes ten years in executive positions in the corporate sector, most recently as vice president of operations for Medtronic, and eleven years as professor and senior administrator for the University of Kansas at Lawrence. Majoring in electrical engineering, he earned bachelor of science and doctoral degrees from Oklahoma State University and a master's degree from Southern Methodist University. He has served on numerous civic boards and governmental committees, including White House task forces on education and the Minnesota High Technology Council.



**Jean B. Keffeler**  
*Congressional District 5*  
*Elected: 1989*  
*Term expires: 1995*  
*Residence: Minneapolis*

Jean Keffeler, an independent consultant who provides management advisory services to corporations and government, received bachelor of arts, master of social work, and master of public administration degrees from the University of Minnesota. Her business career includes executive positions at Health One Corporation, Control Data, and Northwestern Bell. She was formerly the deputy administrator of Hennepin County and has served on numerous corporate, nonprofit, and public boards, including the Governor's Commission on the University of Minnesota and the Governor's Tax Commission.



**Hyon T. Kim**  
*Congressional District 4*  
*Elected: 1994*  
*Term expires: 1997*  
*Residence: St. Anthony*

Hyon Kim is president and founder of Juno Medical & Trade, an international biotechnical trading company. A native of Korea, Kim graduated from the University of Minnesota in 1987 with a bachelor's degree in business and East Asian studies. While earning her degree, she worked as an interpreter, consultant, and financial planner. Among her many business and community activities, she



serves as vice chair of the Korean Service Center and on the boards of Carondelet Life Care and the Minnesota World Trade Center Association. She is a member of the state's Small Business Procurement Advisory Council.



**H. Bryan Neel III**  
*At-Large Representative*  
*Congressional District 1*  
*Elected: 1991*  
*Term expires: 1997*  
*Residence: Rochester*

As a surgeon, scientist, and educator at the Mayo Clinic, H. Bryan Neel is also professor of otolaryngology and associate professor of microbiology at Mayo Medical School. He earned a bachelor of science degree from Cornell University and a medical degree from the State University of New York Health Science Center in Brooklyn. His postgraduate training was at the University of Minnesota Hospital, National Institutes of Health, and Mayo Graduate School of Medicine. He has received fifteen major awards for teaching and research and has served on the boards of nine national professional organizations.



**Mary J. Page**  
*At-Large Representative*  
*Elected: 1989*  
*Term expires: 1995*  
*Residence: Olivia*

Mary Page is a Renville County commissioner and co-owner of Page-Snyder Drug in Olivia. She has been a volunteer community and regional activist in education, government, economic development, and human services. A three-term mayor of Olivia, she was the 1982 president of the Minnesota Mayors Association. In 1993 she received the Susan B. Anthony award from the Minnesota Center for Women in Government. Her long-time involvement with the Minnesota Extension Service has expanded to representing the University on the National Council for Agriculture Research, Extension, and Teaching. She is a graduate of Valparaiso University in Indiana.



**Lawrence Perlman**  
*At-Large Representative*  
*Appointed: 1993*  
*Elected: 1993*  
*Term expires: 1995*  
*Residence: Minneapolis*

Lawrence Perlman is chair and CEO of Ceridian Corporation, an information management and employer services company. He received a bachelor of arts degree from Carleton College and a law degree from Harvard Law School. He was an adjunct professor of law at the University of Minnesota in the 1970s and served as a trustee of Carleton College from 1985 to 1993. As a member of several corporate boards and the Business Roundtable, he provides leadership to many local and national businesses, as well as to educational, business, and community organizations, including Walker Art Center, where he is board president.



**William R. Peterson**  
*At-Large Representative*  
*Elected: 1993*  
*Term expires: 1999*  
*Residence: Eagan*

As secretary-treasurer of the Minnesota AFL-CIO, William Peterson is the labor union's chief financial officer. He has been president of the Minnesota State Building and Construction Trades Council and executive secretary of the St. Paul Building Trades Council. He serves as a member of the Governor's Job Training Council and the Minnesota Health Care Commission, as a board member for Ramsey Health Care Inc., and as vice chair of the St. Paul Port Authority.



**Thomas R. Reagan**  
*Congressional District 8*  
*Appointed: 1990*  
*Elected: 1993*  
*Term expires: 1999*  
*Residence: Gilbert*

Thomas Reagan served as chief of staff to U.S. Representative James Oberstar from 1974 to 1994. He earned a bachelor of arts degree from Carleton College in Northfield and has done graduate studies at the University of Minnesota, Duluth,

and Bemidji State College. From 1953 to 1974 he was an educator and athletic coach. He served in the Third Infantry Division during World War II and is a recipient of the Purple Heart.



**Darrin M. Rosha**  
*At-Large Representative*  
*Elected: 1989*  
*Term expires: 1995*  
*Residence: Owatonna*


Darrin Rosha is enrolled in the joint public affairs program at the University's Hubert H. Humphrey Institute of Public Affairs and Law School. He received a bachelor of science degree in agricultural and applied economics and a bachelor of arts degree in political science from the University of Minnesota. He is employed as a broadcast journalist at KRFO Radio in Owatonna, where he also assists with his family's Morgan horse operation.



**Stanley D. Sahlstrom**  
*Congressional District 7*  
*Elected: 1985*  
*Term expires: 1997*  
*Residence: St. Cloud*

Stanley Sahlstrom, retired founding provost of the University of Minnesota, Crookston, received three degrees from the University. He has held leadership positions in the Minnesota Education Association, National Education Association, North Central Association of Colleges, International Rotary, American Cancer Society, United Way, and Boy Scouts. He was a founder and first president of an international association of colleges and organized the National Association of Branch Campuses of Universities and Colleges. He is state chair of the Guard and Reserve and is vice chair of the American Swedish Institute board. Sahlstrom is a retired army colonel. ◀





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# Pioneers on the Environmental Frontier

From soil testing to air quality control to water purification, these down-to-earth entrepreneurs saw a need and filled it, creating a new \$9 billion industry in environmental services BY CATHY MADISON



**J**ack Braun traces his entrepreneurial roots to the family sandbox in St. Cloud, Minnesota. He and his two brothers used to play there with wooden trucks cut with a jigsaw. Crude though they may have been, the toys proudly displayed the words *Braun Brothers Trucking* on their sides.

"I've never worked full time on a permanent basis for anyone else. There must have been something subtle there," says Braun, '56 B.S., '57 M.S., who heads Braun Intertec in Minneapolis. The company he launched in 1957 as a civil engineering testing firm has become a leader in the relatively new field of environmental services.

Broad in scope, the field is difficult to define, although it is said to be a \$9 billion national enterprise with an annual growth rate of 4 to 5 percent. It has no SIC (Standard Industrial Classification) code, no single set of licensing requirements, no standard list of requirements for entry or practice. It includes all types of consulting and many sorts of processes, everything from soil testing to site assessments to water purification. It is a business that fixes old problems and tries to prevent new ones.

The field is also a magnet for an unusual number of University of Minnesota alumni, who founded or run 10 of Minnesota's top 25 revenue-producing environmental services firms in the most recent *CityBusiness* listing. Why? The answer has a lot to do with the nature of the business itself.

## IT'S A BUSINESS OF ENTREPRENEURS

**A**fter learning to love science and math in his high school years at St. Cloud Tech, Jack Braun pursued two civil engineering degrees, then fielded a job offer from Douglas Aircraft. He recalls being offered \$740 a month (at the time,

"I call them the go-go days of the '80s. The only limiting factor was being able to hire enough technically competent engineers."

JACK BRAUN, BRAUN INTERTEC



"Minnesota is a groundwater-rich state. There is a greater likelihood that problems will occur, which is why more national firms are coming into this area."

TERRY SWOR, AMERICAN ENGINEERING TESTING

more money than he could imagine spending) for a position as a structural engineer. He turned it down.

"I could see myself sitting in a big drafting room the size of a football field designing a little bolt that was part of an airplane wing," he says. "It seemed unrewarding."

Instead he chose going it alone. His determination to blaze his own trail was not unusual for an engineer, says Steve Crouch, who heads the University's Department of Civil Engineering. When he was director of graduate studies, Crouch would ask applicants to describe their goals. Regardless of where they were from or where they were going, they said the same things. "The prevailing dream, it seemed, was to go out and work for a consultant, then go out and start their own firms," Crouch says. "Civil engineering is very much a cottage industry, I guess."

Braun says it's still true. About three years ago, he spoke at a seminar on the consulting engineering business. Although his talk dealt with the technical side, all the questions he fielded during the question and answer session had to do with starting a business. "They've still got a lot of entrepreneurial spark," he says of today's students.

Some came late to the game. Terry Swor, '66 B.S., was at Twin City Testing for 27 years (he had started as an intern in 1961) before going off on his own. He started American Engineering Testing in 1989 with two partners, Donovan Stormoe and Richard Stehly, another University of Minnesota engineering grad. Swor estimates that about 40 different companies spun themselves off St. Paul-based Twin City Testing after it was acquired in the early 1980s by a British firm. (Now called Huntingdon Engineering & Environmental, it is still the largest environmental services operation in the area.)

Braun, whose business fits into the full-service category, estimates he has about 90 competitors in Minnesota. The total

number of environmental services companies here, including small consultant and niche firms, may be as high as 200 or more, and they're worth about \$200 million in annual revenues at last count. Some experts have predicted that number will reach \$5 billion by the year 2000 if water treatment and purification and biodegradable and recycled plastics are included.

"You can get into this industry without having large capital expenses," Swor says. "You can do the work or you can subcontract out the work, as long as you have clients and owners. But it's always challenging starting your own business."

American Engineering, based in St. Paul, had 10 people in 1990; today it has a staff of 130 and offices in Duluth, Mankato, and Rochester, Minnesota, and Wausau, Wisconsin. Swor ascribes the company's success to its business philosophy: "Hire people who have good experience and good client backgrounds."

The environmental services industry, says Braun, is well suited to entrepreneurs, and there is no shortage of entrepreneurs: "Competition is fierce."

#### IT'S A BUSINESS OF CHANGE

**B**raun Intertec didn't start out as an environmental services company. As Jack Braun bluntly points out, few people had ever heard the term *environmental* before 1980. But that didn't stop him from spotting and taking advantage of an opportunity.

Congress had just passed several new antipollution laws, and public awareness of environmental concerns was beginning to build. It became apparent that Braun's company, recognized for its drilling capabilities and soil-testing applications, had the equipment and experience to handle the new demands of environmentally sensitive (or legislatively pressured) companies and institutions.

Braun jumped in early with an envi-

ronmental division, which later became a separate company for a while. The time was right. In 1982 Braun Intertec was a \$2.5 million operation. By 1991 it had climbed to \$35 million, with an annual growth rate averaging 35 percent for five years in a row. Most of that growth happened on the environmental services side. "I call them the go-go days of the '80s," he says. "The only limiting factor was being able to hire enough technically competent engineers."

They were heady years in many ways. Above ground, the Norwest Bank building, the Piper Jaffray Towers, and other buildings were going up, requiring everything from soil testing to environmental impact studies. Underground storage tanks were multiplying, and Congress was

demanding that leaks be investigated and cleaned up. With state and federal governments pushing for more regulations, a booming economy made funds available to get the work done.

Things changed in the 1990s—for two reasons, according to Braun: The economic recession, with its resulting decline in corporate profits, made corporations less willing to spend money on cleanup efforts, and the change in federal administration disrupted the environmental movement.

"The last change [of administration] preceded the birth of the environmental industry," Braun says. "The new administration was slow in appointing people. There was a lack in direction and emphasis at that time. But if you think more

broadly about the nature of media and society in general, things do run in waves. They get popular, then they lose their luster, if you will."

Today attention has turned to preventing future problems, primarily protecting groundwater and air quality. Braun says his air-quality staff has grown from 6 people to 30 this year: "We've made a major expansion. We're working all over the country."

#### IT'S A BUSINESS OF MANY DISCIPLINES

**M**uch of the opportunity in environmental services comes from the range of disciplines it represents: civil engineering, geology, soil science, public health. Engineer Jack Braun

majoring in soil mechanics and transportation systems. Terry Swor's partners are also engineers, though Swor himself is a geologist.

Environmental services need geologists for their knowledge of the earth, its crust, and its fluids, says Swor, who is a graduate of the University of Minnesota, Duluth, and its hands-on program, focused on practical applications. He also took courses in groundwater hydrology. "In the early stages [of environmental services], people were doing more site characterization," he says. "Today the trend is toward remediation, and you need a blending of engineering and geology."

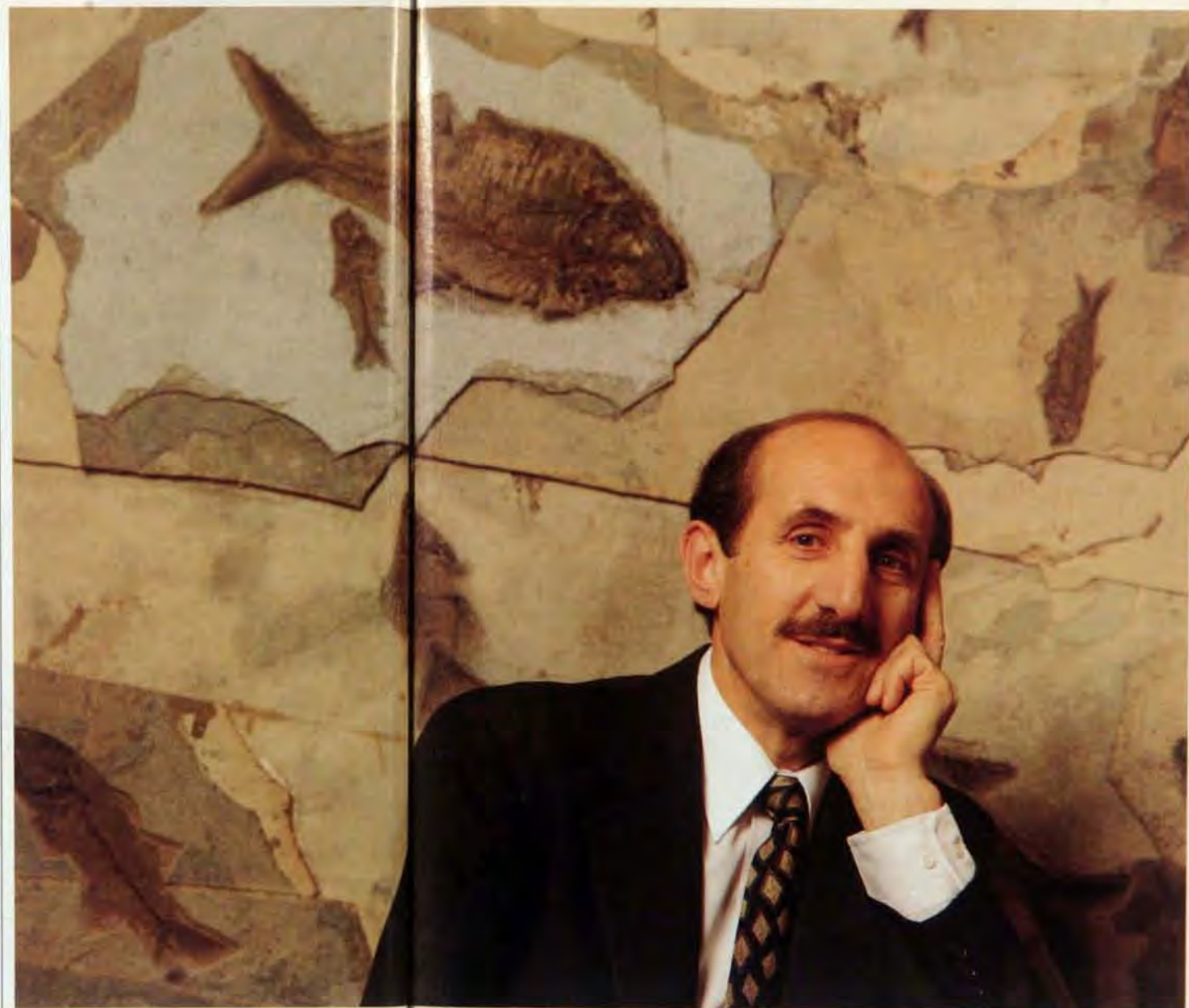
Success means more than having a background in science, says Bruce Bomier, '68 B.A., who founded the Institute for Environmental Assessment in 1982. His staff includes engineers and geologists, while his own degree from the College of Liberal Arts in speech and communication forms the backbone of his philosophy about environmental services.

"What's really going on is the tension between people who develop and oversee large institutions, and fear, typically about public health," he says. "That paradigm is what 'environment' really is. We're standing between two visions. The specifics of what to do about contaminated earth, unhealthy buildings, and tainted air are engineering responses—computer algorithms and standard operating procedures. The hard part is communicating it."

Long an activist, Bomier followed up his communications degree and a stint in Vietnam with a master's degree in public health in 1974 and went to work for Hennepin County and the state. At 27, he launched the Minnesota Institute of Public Health, a nonprofit entity that concentrates on drug and alcohol abuse, automobile safety, and other community health issues.

His concern for communication and community carries over to his engineering firm. In fact, the Institute for Environmental Assessment's CEO, Joan Nephew, has a degree in social work. Apparently the approach is a successful one: The company started small, with about \$35,000 in revenues, then soared to a peak of \$6 million in 1989-90. With 70 employees and revenues of \$4.3 million, it is now the sixth-largest company of its kind in the state, says Bomier.

"The problem is trying to get two





"The specifics of what to do about contaminated earth, unhealthy buildings, and tainted air are engineering responses—computer algorithms and standard operating procedures. The hard part is communicating it."

BRUCE BOMIER, INSTITUTE FOR ENVIRONMENTAL ASSESSMENT

groups of people with varying worldviews to agree on how to proceed," he says. "For years and years, they would go to court. That's an angry, bloody, expensive process that goes on for years. But if you communicate properly, you can make a reasoned decision on the proper way to proceed, find common ground, and wind up with sustainable development."

Bomier describes a recent project involving 1,800 buildings in Hawaii that had problems with microbial growth. Although Hawaiians are aesthetically sensitive to the environment, the Japanese people who owned and managed the buildings were not. Environmentalism simply wasn't one of their business values.

Bomier's approach to the impasse did not begin with engineering equations. Instead, he hired a religious leader to visit with the property owners. It turned out to be an effective solution. Explains Bomier: "I've come to believe that most men and women who run big institutions really are environmentally sensitive. They want to do the right thing. They just don't know quite what to do."

#### IT'S A BUSINESS OF COMMUNITY

It's not surprising that many environmental services company owners know each other. What is noteworthy is how much of their success they attribute to their educational roots and how closely they stay involved with academia.

Bruce Bomier cites two communications professors who influenced him: Robert Scott, who made it clear that communication is a scientific discipline, not a subjective exercise, and E. B. Bormann, who during the late '60s—when student demonstrations were characterized by fear, panic, and violent, deep feelings about the Vietnam War and civil rights—"would rewrite his classes to study the rhetoric,"

says Bomier. "He would put that emotion on an analytic plane. He taught all of us to rise above it. It's important to detach yourself, to segment out issues that are causing problems and try to understand them."

As an example, Bomier cited negotiating with building owners and protesters claiming that pregnant women who worked in the building would have babies with birth defects. "Some of these people would kill each other if there weren't laws against it. You need something with another dimension," he says.

Jack Braun recalls inspiration and career enhancement of a different sort, although it too had to do with communication. Miles Kersten, now in his 80s, taught him to write well. "He was very much a stickler in the technical report writing area," Braun says. His perfectionism extended to clarity of thought as well as grammatical precision. The clear reports that later emanated from Braun Intertec were recognized as a step above the rest.

Kersten, who was Braun's graduate adviser, took a continued interest in his erstwhile student. Braun says Kersten provided not only good technical training and good perspective, but also a "paternal overlook" on his entrepreneurial efforts. "We talked periodically and still do. He would come to significant corporate events," says Braun. "He's a grand, grand guy."

Internships play a significant role in the close network that characterizes Minnesota's environmental services industry. Steve Crouch says that internships and part-time work opportunities with the Department of Natural Resources Division of Waters and the Public Health Department frequently throw students into contact with local companies. And local companies provide internships, too.

As a student, Terry Swor was an intern at Twin City Testing, where he later became a principal and spent nearly 30



years. Now president of his own company, he may have as many as twelve interns at a time. Often third-year students work with the company for about six months. "They see the practical sides, and some just fall in love with it," he says. "I hire maybe about 20 percent of them."

Swor adds that professional organizations are very active here, as are the faculty of related disciplines. He believes such involvement provides an important role model for younger people, and he insists that his own employees participate as well. It's good for business, he says. "I want proactive employees, I want people involved. And I'm not just pumping sunshine."

#### IT'S A BUSINESS THAT LIKES IT HERE

People who are educated in Minnesota tend to stay here—including those who start environmental services companies. Why?

Steve Crouch has a basic theory. "Minnesotans are peculiar. They just don't feel a strong need to look outside this area," he says. "I'm one too, and here I am. Most of our students want to stay, although some go off and make their way back again."

Even though the boom years appear to be over, that probably won't change, says Allan Gebhard, '65 B.S., '67 M.S., who has been president of Barr Engineering since 1985. (Founder Doug Barr is also a Uni-

versity of Minnesota alumnus.) Unlike the homes of other major engineering schools—the University of Michigan is in Ann Arbor and Purdue University is in Lafayette, Indiana—Minneapolis/St. Paul is "a large metro area, and there's a real chance to set up a consulting company. There's a lot of industry here, and it's the seat of state government. There are all kinds of opportunities."

Much of the environmental concern today is related to groundwater, and because "Minnesota is a groundwater-rich state," says Terry Swor, "there is a greater likelihood that problems will occur, which is why more national firms are coming into this area."

#### ENVIRONMENTAL SERVICES COMPANIES FOUNDED BY ALUMNI

As reported by *CityBusiness* in its 1992 and 1993 lists of the top 25 firms in Minnesota

- American Engineering Testing:** Terrance Swor, '66 B.S. geology
- Aptus Environmental Services:** Martin Bergstedt, '78 B.S. chemical engineering
- Barr Engineering:** Allan Gebhard, '65 B.S., '67 M.S. civil engineering
- Bay West:** Rondi Erickson, '69 B.A.
- Braun Intertec:** J. S. Braun, '56 B.S., '57 M.S. civil engineering
- Bruce A. Liesch & Associates:** Brian Liesch, '78 B.S. business
- CleanSoils:** J. K. Poucher, '77 civil engineering, '81 M.B.A.
- Dahl & Associates:** John Bullion, '76 M.B.A.
- Geraghty & Miller:** Gary Hokkanen, '80 B.S. civil engineering
- HNTB Corporation:** Richard Beckman, '55 B.S. geology
- Institute for Environmental Assessment:** Bruce Bomier, '68 B.A.
- Interpoll Laboratories:** Perry Lones, '65 M.S. environmental health, '73 Ph.D.
- IT Corporation:** Hubert Huls, '71 B.S. chemical engineering
- McCombs Frank Roos Associates:** Greg Frank, '71 B.S. civil engineering, '77 M.B.A.
- PACE:** Steve Vanderboom, '77 B.S. civil engineering
- WW Engineering and Science:** Craig Mahlberg, '74 B.S. chemical engineering, '84 M.S. environmental engineering

Despite a downturn in the early '90s, environmental services entrepreneurs see considerable opportunity, especially in restoring and maintaining water and air quality. They also point out that much of their business—perhaps most, in some cases—is done outside the state. But Minnesota remains a comfortable place to call home for an environmental services business, says Bruce Bomier. "Part of it is the way the state is managed. It's very environmentally sensitive. If you can do something in Minnesota, you can do it anywhere." ◀





PENNY KROSCH, HEAD  
OF UNIVERSITY ARCHIVES,  
KNOWS WHERE THE  
SECRETS ARE BURIED.

# CAMPUS CHRONICLERS

Who knows what secrets lurk in the history of the U? These people do

BY VICKI STAVIG

**T**he long, narrow room is cluttered with tables, card catalogs, computers, desks, and myriad files. In the subbasement below, row after row of metal shelves are filled to overflowing with boxes of department records, dissertations, more than 90,000 photographs, faculty papers, blueprints, 80,000 volumes of University publications—another 1,500 linear feet of material in all.

This is the University of Minnesota's past, officially preserved in University Archives, located in the basement of Walter Library on the Twin Cities campus.

Riding herd on this mass of information is Penny Krosch, head of University Archives. A campus fixture since she enrolled as a student in 1959, Krosch began as an Archives librarian in 1965, and 30 years later still finds the work both challenging and exciting. "It's not like some jobs," Krosch says. "I might be doing the same things over and over, but I'm seeing new things. There might be something spectacular in the next folder. It's an ongoing discovery process."

As the official keeper of the University's history, Krosch collects and describes all kinds of materials and makes them available to whoever asks. She and her staff receive information daily from every area of the University. "Anything the University produces, we collect," Krosch says. "We get 400 to 500 titles—not volumes, titles—of University publications



each year, including newsletters and bulletins. We're always just one jump ahead of the wolf in having room for everything."

The Archives staff must go through every piece of information that comes in, tossing out irrelevant information and duplicates. "It's like cleaning out a closet," Krosch says. "We're great contributors to the recycling program."

For almost two years, Krosch has been overseeing the sorting and documenting of more than 800 boxes of information from the Waseca campus, which closed in 1992. Those boxes include administrative records, curriculum documents, community relations information, committee minutes, and more than a thousand videotapes. By midsummer, processing was almost completed. "We scan everything to make sure it's in the right folder, do some overall describing of material, and identify any gaps," says Krosch.

Requests for information come from students, faculty, staff, and the community at large. "When the phone rings, we never know what request we might get," says Krosch. Some requests are unusual, some are amusing, still others are heart wrenching. No matter the question, Krosch stands at the ready, cheerfully directing the inquirer to the desired information.

A few years ago, a World War II veteran stopped by to ask for help in figuring out where he had been stationed on campus. With Krosch's assistance, he identified the building as Nicholson Hall, which the U.S. Navy had commissioned as a ship—the *USS Minnesota*—so that men could be stationed there for special training. "The navy needed places to train these people, and the universities were empty," says Krosch. "There were guys living in the stadium, in the dorms, and all over campus. We also had women air cadets trained here to be mechanics."

Another request, this one from the American Cultural Arts Society in St. Paul, provided an amusing bit of trivia for Krosch. The group was tracing the history of the sock hop, which, it turns out, originated at the University. Students had taken off their shoes during a dance at Coffman Memorial Union, and the press had given the event national coverage. It wasn't long before the sock hop was a national craze.

Other requests are more sentimental. "A classic one was a guy who wrote and said he was trying to track down a girl named Janet who had played trombone in the University Band in the 1950s," says Krosch, adding that he wasn't successful. "We get a lot of people trying to find old classmates or lovers. We also get some people who are adopted and trying to track down parents they heard had attended the University. It's sad. They go through yearbooks, trying to find someone who looks like them."

The earliest piece of information contained in University Archives is a scrap of cloth from a frontier woman's dress dating back to the 1750s. That item is contained in the Lee Irvin Smith Collection. "Smith was the University chemist for whom Smith Hall is named," says Krosch. "The cloth is from the dress of someone in his family. It had been stolen by some Indians. While they were running through the woods, the dress snagged on a branch and a piece ripped off. It might have been the woman's wedding dress or her best dress, so she preserved this piece."

Ask Krosch a question about the University's history and she either knows the answer or can quickly put her hands on the information. Does she have innumerable facts rumbling around in her head? "Yes," she laughs, "but the attic's getting kind of cluttered."

**W**hile Krosch is an official keeper of the University's history, Clarke Chambers, George Robb, and Gary Engstrand have been dubbed unofficial historians.

Chambers, history professor emeritus, is currently conducting a series of oral interviews that will update the University's history from 1951, when James Gray's *The University of Minnesota: 1851-1951* was published. The interviews will include a broad spectrum of people associated with the University during the past 45 years and will be completed by the time the University celebrates its 150th anniversary in 2001.

Chambers's interest in the project is both professional and personal. "I'm a social historian and am interested in the whole process of making a university work," he says. "It's a mix of personal curiosity and professional interest."

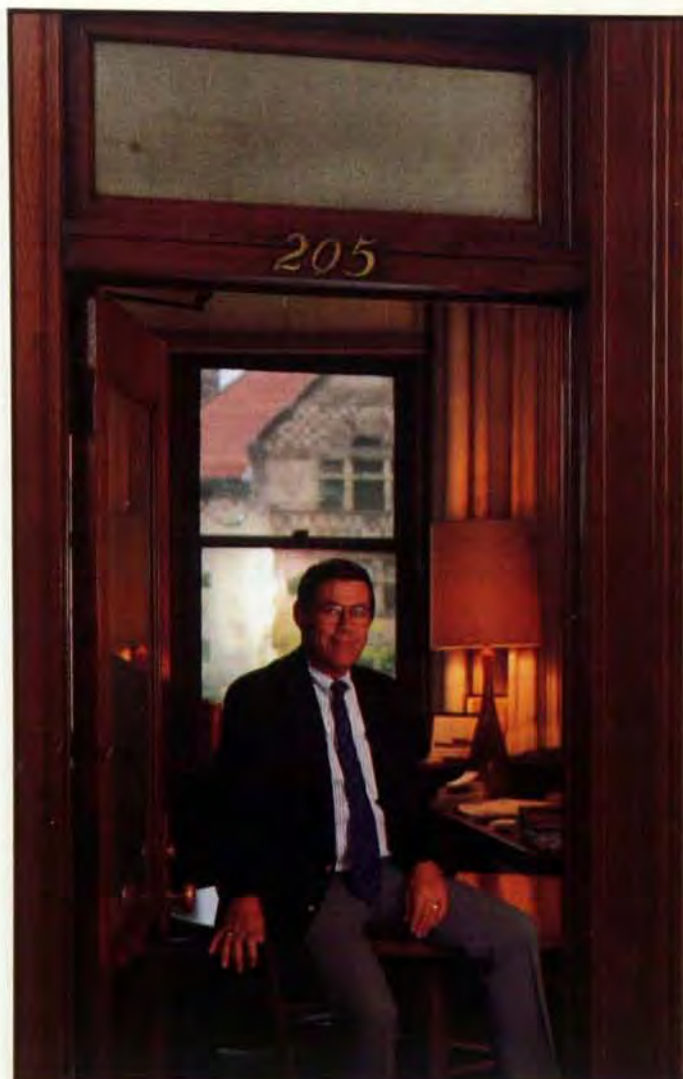
Well known for his propensity for anything historical, Chambers began his career at the University in 1951 and retired in 1991. A few years ago, he completed a series of some twenty oral interviews for the College of Liberal Arts, and he wrote an essay on education for *Minnesota*. He is a strong supporter of historical documentation. "I find that large institutions don't have very good institutional memories because people come and go so it's difficult to maintain any continuity," he says. "But if you look at the University 2000 and Commitment to Focus [plans], they were both rooted in committee work done during the seventies and eighties. A critical understanding of the past informs current policy."

**G**eorge Robb, associate vice president for institutional relations, began teaching at University High School in 1963 and moved in 1969 to central administration, where he became involved in lobbying. "[My] link with history is accidental," he says. "There aren't many people who have been in central administration longer than I have, so I just have some materials that are earlier than most. It scares me to think that people think of me as an institutional historian because I'm not, although there certainly are areas I have tried to keep track of, like institutional planning."

Robb was involved in the planning that former University president C. Peter Magrath started in the late seventies to study the quality of the student experience, computing and technology, and the economic impact of the University on the state. When those documents began to disappear in the mid-eighties, Robb put together a folder of the most important ones and circulated it to key University and legislative staff.

"I updated it a of couple years ago," he says, "so now we have the major planning documents of the Magrath, [Kenneth H.] Keller, and [Nils] Hasselmo years. It's important to keep track of where we were and what we said we were going to do. A lot of what has gone on since can be traced right back to those documents, especially to the task force reports."





"I don't think people realize it, but if you look at what is going on with the undergraduate initiative and with University 2000, much of it goes back to the 1984 John Wallace task force on undergraduates. We didn't have a whole new plan every time we had a new president. It had been started on a comprehensive level in the late seventies and early eighties. In dealing with long-term institutional changes, it helps to have that kind of background and to realize how far we've come and how far we've got to go."

Besides documenting change, maintaining historical records also provides a basis for counteracting misconceptions. As an example, Robb points to the telephone system that was installed on the Twin Cities campus in the mid-1980s, and the "scandal" about the cost overrun. "But," he says, "that system has had a great impact. At the time, I think we were the largest university in the country to convert to a digital number system. We converted 75,000 telephone units. We couldn't do the kind of computing we do now without it."

Class size is another area fraught with misconceptions. There is a perception that classes got as big as 2,000 students when, in fact, the largest class ever at the University was slightly more than 1,000 students in the mid-1980s. "The largest class now is 657 students and the average class size is about 25," says Robb. "I think that would be a surprise to a lot of peo-

ple. That's an area where there has been genuine change, and it's quite difficult to get that message out."

It's not unusual for staff and faculty to drop by Robb's Morrill Hall office and ask for his help in finding a particular document. "Some of the vice presidents with anal retentive files, who can't find something, will come and ask me for help," he laughs. "And some legislative staff will occasionally ask for a document they want to check on. I usually can at least give them an idea of where it will be. I'm sort of a historical guide."

Like Krosch, Robb occasionally gets an unusual request, one that piques his curiosity and adds to his mental historical database. Early last summer, a representative from McDonnell Douglas called and asked if he was the Dr. Robb who had been involved with lightning research.

"I wasn't," says Robb, "but I knew the story and was able to get him the information very quickly." Dr. John Robb, who was not associated with the University, had rented a University-owned building on Highway 280 to conduct research on the effects of lightning on an airplane's operation.

Robb enjoys opportunities to pursue odd bits of information. He can cite graduation rates, tuition levels, research funding, University rankings, and a whole lot more. "One of

**ASSOCIATE VICE PRESIDENT GEORGE ROBB IS REIGNING KEEPER OF INSTITUTIONAL MEMORY.**



the first financial crises at the University was caused by a drought that dried up the Rum River in 1857," he says—citing one example of the interesting facts he has accumulated over the years. "That river was used to transport lumber from University-owned land to market. We sold the lumber, and that's what paid for the University. That was very early, probably within the University's first ten to fifteen years."

Robb's penchant for historical facts has carried over into his personal life as well. In studying his family's history, he discovered that General George Custer had given his dog, Cardigan, to Robb's great-great-great uncle, Cassius Marcellus Terry, a minister in St. Paul. When the dog died, Terry had it stuffed and gave it to a local museum. Unfortunately, the animal was later lost. Some guessed that a janitor had inadvertently thrown it out with the trash.

One of the first items a visitor to Gary Engstrand's fourth-floor office in Morrill Hall notices is a copy of the front page of a 1926 *San Francisco Examiner* sports section hanging on the wall. An article toward the bottom announces the change of the University of Minnesota's nickname from the "thundering herd" to the "galloping gophers." Engstrand is well known for his historical authority in two areas: University of Minnesota athletics and the University Senate. As executive assistant to the Senate, Engstrand takes the minutes of several of its committees: Consultative, Faculty Consultative, Computing and Information Systems, Educational Policy, and Finance and Planning. He attends two to three Senate committee meetings each week, then sends the minutes to some 600 people on his electronic mail list. "I'm certainly widely read," he jokes.

For twelve years before taking on his current duties, he was assistant to the vice president who was responsible for intercollegiate athletics. "I did a lot of archival work in that job," he says. In fact, Engstrand, who is now nearing the end of his doctorate work in higher education, tracks the governance of intercollegiate athletics at the University in his dissertation. "I was asked a question by a faculty member at the University of Iowa regarding charter documents for athletic boards, and one thing led to another," he says. "I read the presidents' correspondence files since the dawn of time, interviewed a couple dozen people, and spent a couple hundred hours in the archives. You have to have a high tolerance for reading a lot of dull stuff, but I sometimes wonder if I'm not an amateur historian at heart."

Engstrand's research paid off. His dissertation contains a wealth of information, from the University's 1946 entry into the Rose Bowl to the birth of the Big Ten Conference in 1895-96, President Lotus D. Coffman's 1924 fight to renew William Spaulding's contract as head football coach, and his 1932 firing of athletic director Fritz Crisler for carrying on a liaison with an actress.

As keeper of the Senate minutes, however, Engstrand is dealing with today's issues and concerns. "Gary is a great resource, as well as an excellent staff member," says Judy Garrard, former chair of the Faculty Consultative Committee. "He has a great deal of accumulated knowledge and was a very

## SOMETHING NEW

"IT will have one foot in the future and one foot in the past."

University Librarian Tom Shaughnessy's enthusiasm for what is tentatively called the new Library Archives Overflow Center is readily apparent. The University has already received about \$2.5 million from the state legislature for planning the facility, which will sit on the west bank of the Minneapolis campus and bring together many important collections now housed at various locations throughout the University.

The University's request for money to build the \$41 million state-of-the-art center will go to the legislature in 1996. If all goes well, construction will be completed in 1998. The climate-controlled center will preserve several important national collections, including the YMCA Archives, the Social Welfare History Archives, the Charles Babbage Institute for the History of Information Processing archives, and the Immigration History Research Center archives, and offer the latest in electronic information as well.

The center also will house books from the University and from libraries throughout the state that aren't heavily used and make them widely available through a co-op sharing program. MINITEX, a network for the exchange of information among libraries, also will be located at the center.

The new facility is a dream come true for those who are concerned with preserving the University's past as well as planning for its future. Margaret Sughruue Carlson, executive director of the University of Minnesota Alumni Association, discovered the value of historical records during her first week on the job in 1985.

"When I proposed new projects or a new direction," she says, "someone would invariably say, 'Did you know we tried that and it didn't work?' Rather than take those comments as the conclusion, I was motivated to read about the past in order to put the current thinking into perspective. If we don't know our history, we are doomed to repeat the mistakes of the past. When those early association leaders took pen in hand to chronicle our history, little did they know the gift they were leaving us today. I truly admire historians who work, mainly behind the scenes, so that our legacy and rich history will not be forgotten."

Sheila Meyer, '76 B.A., '85 M.A., president of the James J. Hill Reference Library in St. Paul, agrees. "The University has a very long, interesting, and remarkable history, and we should recognize those accomplishments as we help it move into the 21st century." ◀

valuable resource in many of our deliberations by bringing in the background on issues."

Engstrand's historical knowledge helps others at the University stay on track and saves valuable time. "It's important so we don't keep reinventing the wheel, which we, like other institutions, have an embarrassing tendency to do," he says. "I know there are people who don't give two hoots about anything before yesterday, but I find a place much more interesting if I know something about where it's come from. I also think knowing about where an institution has been can tell you a great deal about where it's going and where it can go." ◀





# UNITED BY DESIGN

*Married to their work—and to each other—William Morrish and Catherine Brown are setting new standards in urban design*

BY KARIN WINEGAR

**W**ILLIAM MORRISH AND CATHERINE BROWN don't build buildings, they teach vision. ☞ The dynamic design duo—recently praised by the *New York Times* as “the most valuable thinkers in American urbanism today”—established the Design Center for American Urban Landscape at the University of Minnesota College of Architecture and Landscape Architecture (CALA) in 1989 with grants from the Dayton Hudson Foundation. Architect Morrish, 46, directs the center; landscape architect Brown, 44, is coordinator of special projects. ☞ “Rather than doing a series of Catherine-and-Bill projects around the area—you know, ‘I’ve got a Tiffany lamp, a Catherine-and-Bill town plan, a Gap pair of khakis,’” says Morrish, they concentrate on the design center, where the theme is this: Education is a primary tool for building

and design is an educational tool. ☞ He is from California, she from Louisiana. They met and married while they were studying at Harvard's Graduate School of Design in the mid-1970s. After graduation, they taught at Tulane, then started a firm in San Francisco called City West. In 1983 they opened an office in Los Angeles, where they taught at UCLA. They closed the San Francisco office a year later. ☞ Their bond, says Morrish, is a “common interest in the development of the American environmental tradition, in making cities and suburbs, and in how the land informs the way we make cities—as opposed to the European tradition of how the cities have informed the land.” They are the authors of *Planning to Stay, Learning to See the Physical Features of Your Neighborhood*, a new primer on neighborhood planning.



The Design Center office in the University Technology Center (formerly Marshall High) has high ceilings, ice-white walls, blond wood floors, long spare meeting tables, and a "big pizza box" that contains a color-coded model of Minneapolis's north side, where students are studying groundwater problems. Walls are hung with maps of the Twin Cities and charcoal sketches of the United States, focusing on "the fourth coast, the Mississippi River," which Brown and Morrish conceive as "not a linear space but a series of great circular and oval rooms."

Tall, with pale skin and rust-colored hair, Morrish rolls, cups, and twist his hands as he talks. The terms *ally*, *connect*, *support* and *plan* pop up with unusual frequency.

He is, he says, "very lateral . . . [doing] very broad strokes aggregating across many things. I make drawings and am very pictorial. Catherine is broad thinking but more in the sense of what seem to be the primary moves and decisions someone has to make, analytical but not linear. . . . We can both be vertical in our thinking, but she has a great insight. I can make broad synthesis, but she can bring home a problem and be very clear. I kind of chop the way through the forest, and she refines, then we'll switch positions."

When Morrish was growing up, the second of three children of an oral surgeon and a dancer and watercolorist, he was "very interested in stories, loved history, and had a history teacher who told stories about history and the characters," he says. "I loved reading nonfiction—Nicholas Lehman's *The Promised Land* or any books about the movement of people. And J. B. Jackson is another very important teacher of ours." (When you ask a personal question, he is likely to answer in the plural or from the point of view of the center.)

"In college I had a hard time in science, which is so linear. My father and brother are oral surgeons, so that's where boys went, right? None of that funny art stuff. And they kept saying *mole* and I kept thinking little animal and couldn't think of weight or measure."

Brown is similarly fair and intense, with

hands skipping over tabletops to emphasize a point, a flattering blush when she laughs, and a warm southern creak to her voice. Where Morrish is given to Buckminster Fullerish run-on sentences, a torrent of side-slipping ideas, Brown is more to the point—so much so that she was affectionately nicknamed General Brown by some members of the Mississippi River expedition, a 1990 trip from the Gulf Coast to the headwaters organized by Morrish and Brown as the center's first large-scale project.

Morrish and Brown share a century-old Lowry Hill Prairie-Victorian house in Minneapolis with their yellow Labrador, artist-made furniture, Morrish's twig and branch furniture, and books on architecture, city planning, travel, and gardening. "When we move, we give away the furniture and just pack the books," says Brown, whose penchant is garden and landscape books. The house is within walking distance of Walker Art Center, the Guthrie Theater, and, not at all by accident, city politics.

"I've always liked politics," says Brown, whose father was an introverted, "very linear" technical engineer, her mother a sto-

"I can make broad synthesis, but she can bring home a problem and be very clear. I kind of chop the way through the forest, and she refines, then we'll switch positions."

rytelling, extroverted homemaker. When she was growing up in Louisiana, "these characters were always in the news, and it never occurred to me to be living in a state where people don't know who the lieutenant governor is. My parents were not particularly politically involved, it was just so much a part of the culture."

Despite an excellent education at a Catholic girls' school in Baton Rouge, Brown found few role models of professional women. She fit in "because I always find a way to adapt to my surroundings," she says, but "virtually all of my peers were not thinking of career paths beyond degrees in education or home economics."

A high school summer program at

Louisiana State University exposed her to landscape architecture, an appealing gumbo that combined her interests in plants, art, and designing spaces for people. She and Morrish met at a reception on orientation day at the Harvard design school.

"She swept in with her entourage—Catherine always had an entourage—and took a look around and said, 'Let's leave, there's a lot better party downstairs,'" says Morrish. "And I thought, mmm, she's stuck up; I think I like her!"

"I just felt uncomfortable with all those eyes and being the only woman there," Brown corrects him.

Minneapolis had just slithered into and out of some municipal messes—the city was being sued by LSGI over Nicollet Mall, Target Center was in need of a bailout, and light rail transit was floundering—when CALA dean Harrison Fraker and Peter Hutchinson, then head of the Dayton Hudson Foundation, proposed an urban design center to provide leadership on issues affecting the community.

Brown, who grew up on the Gulf Coast and worked and studied on the East Coast, says, "It never would have been part of my thinking to end up in the middle of the country, especially for a person who likes warm weather and humidity." She says she and Morrish were lured to the Twin Cities by "a foundation and a university that recognized the need for leadership on the issues and were willing to set up a research center that would have a degree of independence through an endowment. That doesn't exist anywhere else."

A friend, Minneapolis arts development consultant Brad Morrison, helped convince them of the Twin Cities' sense of possibility combined with native optimism. And L.A. was unraveling before them.

"L.A. is such a huge place you can't even figure out who to go to if you want to do something," says Brown. "This place [Minnesota] presents an opportunity because it has only four million people and the state capitol and university are in the same place as the largest metro area. You can bring people together. People are



more concerned about making sure it's viable and healthy."

They also like it because "the book and education are very much the safety infrastructure of the community," Morrish says.

They praise the University of Minnesota as a sufficiently diverse, responsive place to test national questions. "The physical challenge to the U is to reflect its values with a better physical environment—that is really critical, because if we are going to talk about safety, diversity, sustainability, environmental responsibility, the campus should be the leader," says Morrish.

Among Morrish and Brown's projects are the 1988 master plan for the public art program in Phoenix and the 1991 highway corridor for Chanhassen, Minnesota. They are currently working on a plan to shape the sprawling bedroom community of Farmington, Minnesota, and to preserve green areas there, and assisting former Minneapolis deputy mayor Rip Rapson with Community Connections, a project, funded by a McKnight Foundation grant to the center, to study how cities and suburbs might work together.

Because their style is to analyze the land and resources as well as other needs of a project—call it ecological framing of design—they have dared to suggest that a Phalen Park shopping center revert into a wetland, and that soggy Lino Lakes might be better suited to muskrats and mallards than housing developments.

Community building, according to Brown and Morrish, calls for a combination of design skills and social initiatives. And they are fond of saying that design should be used to help people "see things before they commit political or financial capital."

**S**tar Tribune architecture critic Linda Mack calls Morrish and Brown the "spiritual successors to Martin and Mickey Friedman [former Walker Art Center director and design curator, respectively] and the heirs apparent to the design world in the Twin Cities."

"In the past twenty years, the idea of

urban design has been on the skids, and you need champions and cachet for it to be cool," says Mack. "They really bring that to the Twin Cities. They are making the Twin Cities once again a place where people look for leadership and ideas. In the sixties, it was the Minneapolis city planning department, and now it's the Design Center.

"They seem to always know the right people, both socially and politically. And they have gathered around them a really terrific group—students, people they mentor, a bright group who are going out and working on projects and infusing them with the Design Center thought. It's a classic setup, and it works."

Morrish and Brown describe their social circle—or "the matrix of our character friends" as Morrish puts it—as "not discipline bound . . . with this giant

**"Watching them work together is a joy. They are smart enough to challenge each other constantly, but her skills are much more ordering and systems, and his are creative exploration and assessment."**

curiosity to connect people to something interesting and imaginative. They are probably so lateral that they almost become melted butter."

Their friends, in turn, describe them as dazzling, charming, fun, and "unstoppable talkers—especially Bill."

"They are such yin and yang, both very perceptive and thoughtful but different as night and day," says Rip Rapson. "Bill is a freewheeling California free spirit, and Catherine is Louisiana grounded, methodical, disciplined. Just as he is floating four more concepts through the stratosphere, she grabs them and Velcros them down to a working level.

"Watching them work together is a joy. They are smart enough to challenge each other constantly, but her skills are much more ordering and systems, and his are creative exploration and assessment. They combine the practical and the ethereal,

and the result is really effective, creative thinking. There is a personal genuineness and openness that is disarming. There isn't an ounce of artifice about either of them."

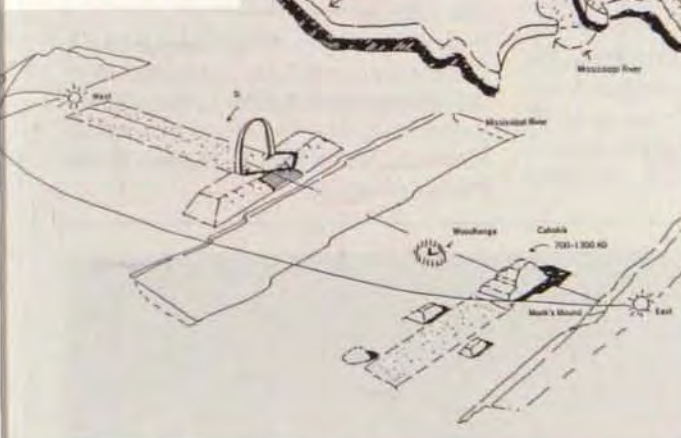
**T**he repercussions of all this adulation are troubling at times. "There's a lot of pressure for us to be a big consulting firm and go out and do projects that would enhance my portfolio, and I would get a lot of things built, but it's not really our place," says Morrish. "We're an educational institution. Our method on how to approach a problem is to ask, 'How can I teach you to approach this problem or to be a better client so that you enrich the wider profession?'"

"In the past, urban design has been [geared toward] making bigger projects on a more human scale," he explains. "Now we're talking about a more fundamental thing: How is a place defined in physical terms as it relates to economic and social values? If you take your family checkbook and put it up against the physical environment, does it work?"

Making complex things simpler to understand is their method, says Brown. "Educators should do that," she says. "I find that many designers take things that are simple and make them seem so complex that students and elected officials as well as citizens can't grasp what they're talking about so they just tune out."

Analyzing and simplifying are evident in their first book, *Building for the Arts*, a guidebook for planning and design of cultural facilities distilled from 60 case studies of western towns. And the approach, observers say, has been effective: Brown and Morrish were called in to break a logjam when the Minneapolis Public Housing Authority was being sued by the residents of 1,000 public housing units. They discussed, dissected, and clarified with residents and other key players until they understood "the soil issue, the design flaws that caused problems in security and outdoor spaces and why the units were dysfunctional, how the land use around it had dramatically changed since it was built in





1938, even the myths about Asian community life," Brown says.

They take education in broad public policy directions and into the field. They helped former Minneapolis mayor Don Fraser's office boost preservation efforts for the Minneapolis Armory—and they did it gratis, pulling together a team to examine how the building might be used and the effects on surrounding properties. Their efforts helped slow the impulse to tear the building down. When Fraser addressed the Minnesota Society of Architects in 1990, Brown and Morrish suggested that he focus on issues of urban design and planning. The talk was a hit that spawned other discussions.

**I**n pursuit of their mission, they seem to work nonstop.

"Ideally there should be far more people doing what we do in a state

of this size," says Brown. "One way to do it is to have a graduate program going, but we don't, so we work with students who are involved in or recently have graduated in architecture or landscape. It almost becomes the equivalent of a fellowship."

The *Times* piece, "a nice capstone on twenty years' of work," has led to an overwhelming number of calls and requests to speak, says Brown. She and Morrish were two of the three American speakers at a recent World Bank conference on economically sustainable development.

Brown needs more solo peace than Morrish, who never seems to tire of verbal exchange. She recharges by tending the prairie garden in their yard, reading, and taking long walks. But there is really no respite.

**Themes and variations on the Mississippi River as the nation's fourth coast, discovered on a center expedition led by Morrish and Brown in 1990.**

If Brown and Morrish have seamlessly merged politics, work, and social life, they have also woven their lives inseparably into their work and into visions of what might be.

"We're always talking about work whether we take a vacation or go to the bookstore or read the newspaper," she says. "We constantly think and talk. Sometimes it's so complicated you think your head will explode, but you have to take it to some vantage point and then come back to other pieces to see how they fit."

Looking, talking, seeing how things fit is the key to the interdisciplinary vortex that is the University Design Center—and the Brown and Morrish confederation. Or, as Morrish might put it, "a better building or community can come down the road if you're building better up the road in the way people understand ideas." ◀



## 1993 AIA MINNESOTA HONOR AWARDS



Como Park Conservatory, St. Paul



Thomas Meyer, '74  
Project team: Richard Laffin, '83;  
Marc Asmus, '91; Troy Kampa

**St. Paul Companies Corporate  
Headquarters Interior Renovation**  
St. Paul

The Alliance  
Principal-in-charge: Carl J. Remick Jr.  
Project managers: Jerry L. Hagen, '79,  
'80 (architecture); Sharry L. Cooper  
(interiors)  
Project architect: Jerry L. Hagen, '79, '80  
Project designers:

In 1993 American Institute of Architects Minnesota honored nine projects for outstanding design. University of Minnesota alumni (identified here by year of graduation) were on the teams that created seven of them:

**Como Park Conservatory**

St. Paul  
Winsor/Faricy Architects  
Project team: Richard T. Faricy, '49;  
Donald Leier; Bruce Tackman

**Mille-Lacs and Lake Lena**

**Ceremonial Buildings**

Cunningham Hamilton Quiter  
Architects  
Principal-in-charge:  
John W. Cuninghame, '62  
Team members: Robert Zakars;  
David Scott; David Hyde, '94;  
Jennifer Yoos; Kyle Rhinehardt;  
Cheryl Winger; Mohammed Lawal, '94

**Pillsbury Conservatory**

Orono, Minnesota  
Meyer, Scherer & Rockcastle  
Principal-in-charge:

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*Design Group M - Interior Designers:* Kathy Ma

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\*Yep, Peter Jarvis found Gold Country (blue and gold) in South Bend. He graduated from Notre Dame.

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44

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**St. Paul Companies, St. Paul**

Thomas J. DeAngelo, '78;  
 Scott Sorenson  
 Project team: Carolyn B. Berman, '89;  
 Roger Christensen; Ron May;  
 Ann Rutten

**Theatre de la Jeune Lune**

Minneapolis  
 BRW Elness Architects/Paul Madson &  
 Associates  
 Project manager: Paul Madson, '74  
 Project architect: Kim Bretheim, '83  
 Architect: Pete Keeley

**Schall Residence**

Edina, Minnesota  
 Meyer, Scherer & Rockcastle  
 Principal-in-charge: Tom Meyer, '74  
 Project architect: Rick Lundin

**Minnesota History Center**

St. Paul  
 Hammel Green and Abrahamson  
 Principal-in-charge:  
 Bruce Abrahamson, '49  
 Principal-in-charge, design:  
 Loren Ahles, '75  
 Project architect: Lauren Wold, '68  
 Project manager: Gary Reetz  
 Project team: Loren Ahles, '75;  
 Bruce Abrahamson, '49;  
 Bob Lundgren, '74; Jim Butler, '82;  
 Tim Carlson, '78; Joan Soranno;  
 Gail Manning, '84; David Fey, '89;  
 Linda Morrissey; Roxanne Lange; Doug



**Pillsbury Conservatory, Orono**

Fell; Dave Gotham;  
 Terry Tangedahl; Mark Hoel;  
 Kermit Olson; Jim Husnik;  
 Thomas Oslund, '80; Kathy Ryen;  
 Johanna Harris; Chick Cisewski;  
 Lauren Wold, '68; Vincent James;  
 Gary Reetz; Tony Staeger; Ed Towey ◀



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 Skyways and Vertical Circulation Tower



St. Paul City Hall/Ramsey County Courthouse  
 in collaboration with Wold Architects



Minnesota Children's Museum  
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## COLLEGE OF ARCHITECTURE AND LANDSCAPE ARCHITECTURE

'48 **Leonard Parker** of Minnetonka, Minnesota, has been instrumental in developing several scholarships for students of color through the Minnesota Architectural Foundation. Parker, professor emeritus of architecture at the University of Minnesota, is president of Leonard Parker Associates, Architects, in Minneapolis, which designed the recently completed United States embassy in Santiago, Chile. The firm is only the second in Minnesota history selected to design a United States embassy in a foreign country.

'59 **Herb Ketcham** of Minneapolis is one of two founding partners of Architectural Alliance, a Minneapolis-based firm that recently received the Firm Award from the American Institute of Architects Minnesota. Founded in 1970, Architectural Alliance is an architecture, planning, and interior design firm that takes a team-building approach to design and has a strong base of work in a wide range of building types.

'68 **Stephen Whitney** of Birmingham, Michigan, has been promoted to group vice president for health care services at Albert Kahn Associates, an architectural engineering firm in Detroit. Whitney was previously chief of architectural development for the company.

'74 **Stephan Huh** of Plymouth, Minnesota, has been named an honorary fellow of the Philippine Institute of Architects, the oldest architectural group in Asia. Huh is a principal and senior vice president at Leonard Parker Associates, Architects, where he has worked since 1972. Previously, he was employed by the Korean Ministry of Education.

## COLLEGE OF AGRICULTURE

'83 **Tracy Sterling** of Las Cruces, New Mexico, has received the El Paso Natural Gas Foundation Faculty Achievement Award from New Mexico State University, where she is an assistant professor of entomology, plant pathology, and weed science.

## COLLEGE OF BIOLOGICAL SCIENCES

'67 **Hsin-yi Lee** of Haddonfield, New Jersey, has received the Camden Provost's Teaching Excellence Award at Rutgers University's Camden campus, where he is a professor of biology.

## COLLEGE OF EDUCATION

'58 **K. Ann Brownlow Rabie** of St. Paul has received a Distinguished Alumni Award from St. Olaf College in Northfield, Minnesota. Rabie, a nurse, taught midwifery for many years in South Africa.

## GRADUATE SCHOOL

'51 **Donald Gray** of Bloomington, Indiana, has been named special assistant to the president for faculty relations at Indiana University, where he is a professor of English.

'67 **Andrew McFarland** of South Bend, Indiana, has been named inaugural holder of the Oscar S. Wyatt Jr. Professorship in Mechanical Engineering at Texas A&M University's Dwight Look College of Engineering. McFarland was previously the college's Brockett Professor.

'68 **Dean Isaacson** of Ames, Iowa, has been named a fellow of the American Statistical Association. Isaacson is director and head of the Statistical Library and Department of Statistics at Iowa State University in Ames.

'69 **Robert Rutford** of Dallas has had a street in Dallas named after him. Rutford is president of the University of Texas, Dallas.

'73 **Michael Hanson** of Zionsville, Indiana, has been named president of the newly formed internal medicine business unit of Eli Lilly and Company. Hanson was previously vice president of Lilly Research Laboratories.

'75 **Ronald Gibson** of Southfield, Michigan, has been named a fellow of the American Society of Mechanical Engineers. Gibson is a professor of mechanical engineering at Wayne State University in Detroit.

'76 **Philip Leino** of Des Moines, Iowa, has been named vice president of the international division of Heartland Land Management.

'76 **Russell Meyer** of St. Paul has been named chair of the division of English at Emporia (Kansas) State University. Meyer was previously chair of the department of English at the University of Houston-Downtown.

'78 **Randall Ryder** of Milwaukee has received an Undergraduate Teaching Award at the University of Wisconsin-Milwaukee, where he is a professor of curriculum and instruction.

'79 **Bruce Campbell** of Harara, Zimbabwe, is a professor at the University of Zimbabwe, where he teaches and does research on how people interact with resources in tropical savanna systems.

'83 **Laura Duckett** of New Brighton, Minnesota, has received the Sigma Theta Tau International 1994 Excellence Award. Duckett is an associate professor in the School of Nursing at the University of Minnesota.

'84 **Mary Susan Johnston** of Mankato, Minnesota, has been granted tenure at Mankato State University, where she is a professor of English.

'84 **Dave Warner** of Edina, Minnesota, has been named senior professional engineer in the St. Paul Transportation Department.

'85 **Janel Curry-Roper** of Pella, Iowa, has received a Fulbright Scholar Award to research societal differences in the United States and Canada, and a \$35,000 research fellowship from the Pew Evangelical Scholars Program. Curry-Roper is an associate professor of geography at Central College.

'86 **Paul Hanson** of Oliver Springs, Tennessee, has been appointed to a three-year term as associate editor of the *Journal of Environmental Quality*. Hanson is a researcher with the Department of Energy's Oak Ridge National Laboratory in Oak Ridge, Tennessee.

'87 **Ronald Indeck** of Olivette, Missouri, has discovered a pattern to the noise in magnetic recordings that may lead to a new way to foil credit-card counterfeiters. Each card has a unique magnetic fingerprint that cannot be duplicated. Indeck is an associate professor of electrical engineering at Washington University in St. Louis.

'87 **Heinrich Jaeger** of Chicago has been named a 1994 Cottrell Scholar by Research Corporation. An assistant professor of physics at the University of Chicago, Jaeger will receive a \$50,000 award to aid his research in vibrated granular materials.

'87 **Kim Roden** of Minnetonka, Minnesota, has been named vice president of public affairs at Paragon Cable Minnesota, where she was formerly director of public affairs.

'87 **Carol Ryan** of St. Paul has been named interim dean of Metropolitan State University's First College and university advising coordinator. Ryan has been an advising faculty member at the university since 1985.

'88 **John Bourhis** of Springfield, Missouri, has received a Faculty Recognition Award for Excellence in Teaching from the Southwest Missouri State University Foundation. Bourhis is an associate professor of communications at Southwest State.

## INSTITUTE OF TECHNOLOGY

'64 **Daniel Rich** of Madison, Wisconsin, has been named the Ralph F. Hirschmann Professor of Medicinal and Organic Chemistry at the University of Wisconsin at Madison School of Pharmacy.

'86 **Christopher Cunningham** of St. Paul has been named curator of paleontology at the Houston Museum of Natural Science. Cunningham was previously the assistant curator of paleontology.

## COLLEGE OF LIBERAL ARTS

'41 **Paul Meehl** of Minneapolis has received the American Psychological Association Award for



Distinguished Professional Contributions to Knowledge. A Regents' Professor of Psychology at the University of Minnesota, Meehl is developing new taxonomic methods for classification and genetics of psychopathology and is elaborating on his widely recognized theory of schizophrenia.

'49 **Fred Korotkin** of St. Louis Park, Minnesota, has been included in *Who's Who in the World* (1993-95), *Who's Who in America* (1994), and *Who's Who in the Midwest* (1994-95). Korotkin also has been elected to the Hall of Fame of classical thematic philately.

'62 **Judy Mandel** of Fullerton, California, has been named executive director of public affairs at California State University, Fullerton, where she was previously director of public information.

'75 **Chad Erickson** of Minneapolis has received an award from the Entrepreneur of the Year program, which recognizes individuals and companies whose ingenuity, hard work, and innovation have created successful and growing businesses. Erickson is cofounder of Alternative Pioneering systems—better known by its products' brand name, American Harvest—a manufacturer and distributor of home and commercial products.

'75 **Elizabeth Lott** of Minneapolis has been appointed director of graduate programs at King's College in Pennsylvania. A freelance writer, editor, and lecturer, Lott was previously an assistant faculty fellow at the University of Notre Dame and a visiting professor at the University of Innsbruck in Austria.

'76 **Tim Pegors** of Maple Grove, Minnesota, has joined Fallon McElligott as a writer. Pegors was previously a senior writer at Minneapolis-based Rapp Collins.

'78 **Wanda Brown** of Prescott, Wisconsin, has been chosen the 1994 Mentor of the Year by members of the Twin Cities Chapter of the National Association for Professional Saleswomen, of which she is a founding member.

'79 **Mickey Bailey** of Minneapolis is the new chief executive at the law firm of Mackall, Crouse & Moore in Minneapolis.

'79 **René Joseph** of Minneapolis has had four paintings selected in a national competition for inclusion in *Body Works*, an exhibition to be shown at Nexus in Philadelphia.

'85 **Susan Riley** of Berkeley, California, has been named a visiting instructor in political science at Carleton College in Northfield, Minnesota. Riley is a Ph.D. candidate at the University of California-Berkeley.

'91 **Pat Mack** of Minneapolis has been named communications director for U.S. Representative David Minge.

#### COLLEGE OF PHARMACY

'52 **Robert Setzer** of Hudson, Wisconsin, has received the Minnesota Pharmaceutical Association's



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1994 Bowl of Hygeia Award for outstanding community service.

**'74 Howard Juni** of White Bear Lake, Minnesota, has been appointed to the Specialty Council on Psychopharmacy Practice for the Board of Pharmaceutical Specialties. Juni is director of pharmacy services at the Good Samaritan Pharmacy in White Bear Lake.

## DEATHS

**Joyce Porter Breiseth, '30**, Oakland, California, February 14, 1994. An active member of the Urban League in Minneapolis in the 1940s, Breiseth cofounded the Head Start program in Santa Monica, California.

**Paul Cibuzar, '48**, Brainerd, Minnesota, July 14, 1994. Owner of Paul's Shoe Store in Brainerd since 1952, Cibuzar served as president of Brainerd's Chamber of Commerce and Rotary Club and was a member of the Brainerd Planning Commission. He received the Jaycee's Outstanding Youngman's Service Award in 1955.

**Ira Lunan Ferguson, '37, '41**, San Francisco, August 5, 1994. Ferguson, severely nearsighted, was brought to the United States from his native Jamaica at age 15 to get proper glasses. Although he was declared "functionally blind" and left in the United States at

16 to fend for himself, Ferguson earned six degrees from Howard University, the University of Minnesota, Columbia University, and finally LaSalle University in Chicago, where he earned a law degree at age 67 just to prove that one is never too old to learn. Ferguson taught psychology, hygiene, health education, and bacteriology at Southern University in Louisiana and at Tuskegee Institute in Alabama. Among Ferguson's books are his three-volume autobiography, *I Dug Graves at Night to Attend College by Day*.

**Bernhard Grangaard, '33**, Sun City, Arizona, July 17, 1994. A banker for Central National Bank, Grangaard was a member of the Rotary Club and of Phi Delta Theta and Phi Alpha Delta fraternities.

**Vincent Kelley, '45**, Seattle, March 26, 1994. Professor emeritus of pediatrics at the University of Washington, Kelley served as a visiting professor at medical schools in Honolulu and Baghdad. He devoted his career to the study of endocrine and metabolic diseases of children and is known for his pioneering work in the field of growth hormones.

**Robert Marshall, '38**, Alexandria, Virginia, September 12, 1994. Marshall worked for Kiplinger Washington Editors for 30 years as editorial director of *Changing Times* magazine before retiring in 1981. He wrote three books: *Before You Buy a House*, *The Story of Our Schools*, and *Can Man Transcend His*

*Culture: The Next Challenge of Education*.

**Robert McGee, '59**, Aberdeen, South Dakota, March 17, 1994. An orthopedic surgeon, McGee retired in 1990.

**R. D. Mollison, '41**, Marco Island, Florida, August 2, 1994. An explorer, engineer, and executive, Mollison joined Texas Gulf Sulfur Company in 1947 and was chief executive officer and chair of the board of Texasgulf when he retired in 1983. He was in charge of explorations for many years and prospected in Africa, the Caribbean, South America, and throughout North America. Mollison discovered one of the world's richest deposits of silver, zinc, and copper while exploring the Canadian Shield in 1959.

**Herluf Nielsen, '33**, Long Beach, California, July 9, 1994. Nielsen taught mechanical engineering at California State College in Long Beach, where he specialized in metallurgy.

**William Phillips, '74**, Prior Lake, Minnesota, July 20, 1994. Phillips, who was chair of the education department at Bethel College in Arden Hills, Minnesota, capped a long career as a Minneapolis teacher and administrator when he became deputy to Superintendent Richard Green in 1980. Phillips served as interim superintendent for seven months when Green left the position in 1988, and then became principal at Southwest High School. He joined Bethel as a professor and department head in 1992.



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# Reversal of Fortune

Townsend Orr is proof that success comes to those who work—and stay the course

BY BRIAN OSBERG

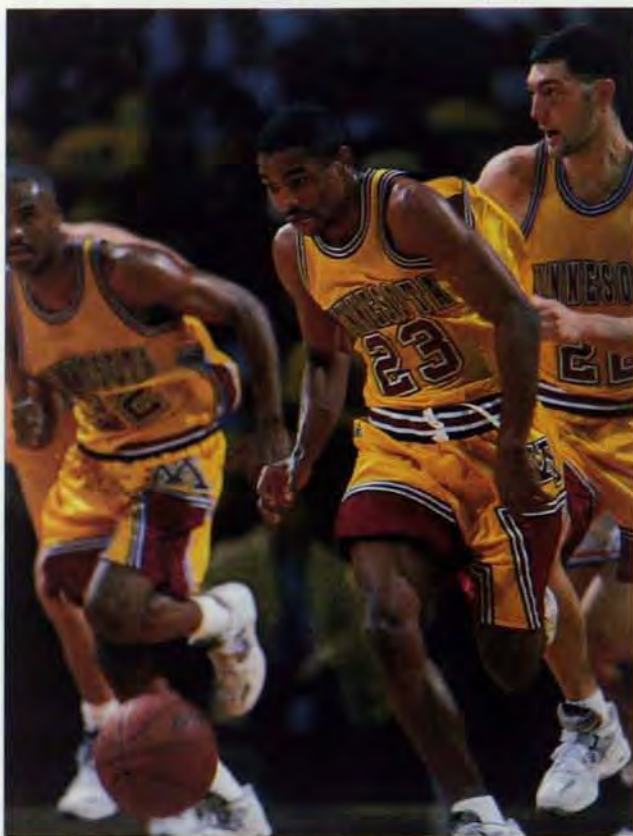
**T**HE STORY OF GOPHER SENIOR guard Townsend Orr is about more than basketball. It's about perseverance, persistence, and becoming a man. The Chicago-area native has overcome injury, disciplinary problems, and a negative attitude during his first few years at the University to become an all-around player, a team leader, and an excellent student.

Orr, 6 feet 1 inch, 165 pounds, was recruited by Clem Haskins out of Thornridge High School in Dolton, Illinois. A prep all-American and a two-time all-state selection, Orr was a heralded scorer used to carrying the team—but he was not prepared for the rigors of college basketball and the expectations of Coach Haskins.

"Townsend came in five years ago as an immature freshman," says Haskins. "He didn't care about academics and probably did not understand what he had to do to stay eligible." Orr quickly became known for not attending classes and for not following Haskins's instructions on the court. During his first year, he was suspended for academic reasons.

"How he's grown as a student athlete and as a man!" says Haskins. "I like to win championships and win a lot of games, but the most important and rewarding thing is watching young people come in as really immature youngsters but walk out as men. That's what I'm all about as a coach."

"You know anytime things aren't going your way in life, you always tend to have second thoughts," says Orr. "But the reason I got over it is the same reason I came here in the first place—Coach Haskins and his family and my teammates. There is a togetherness and a close-knit feeling, a bond that I have with my teammates and coach that really told me, 'Stick in there. I'm not going to let you mess up. I'm not going to turn my back on you.' [Haskins] could have easily turned his back and said, 'Whatever



After overcoming injury and poor grades, Townsend Orr has come off the bench to lead the Gophers as cocaptain—and he has a B+ average.

happens, happens.' And if I transferred because of whatever problems, then so be it. But he didn't. He's been in my corner 100 percent. That really impressed me. It showed me what type of man he is. I really admire him for that."

In Orr's first year at the University, he suffered a severe groin injury during practice; the resulting surgery ended his season after only four games. It was the first of a number of freak injuries that added to the troubles Orr had to beat. Last year, he broke his nose in a game against Indiana and had to wear a protective mask for a couple of games after having corrective surgery.

During his first four years at the

University, Orr played in the shadow of Arriel MacDonald, who graduated last year, and Voshon Lenard, who was drafted by the Milwaukee Bucks last year but came back to play his senior year for the Gophers. With both Lenard and MacDonald starting, Orr came off the bench to play both guard spots, even though he's perhaps best suited for the off-guard position, where he can be a more effective scorer.

This year, with Lenard's return, Orr is the starting point guard, where he's being asked to quarterback the team. "The role that I'm playing this year is pretty much the one that I assumed in my junior and senior years in high

school," says Orr. "I was a captain. I was a point guard, so it hasn't been a difficult change for me at all, and my team has really helped during the transition. I'm getting into a situation where I can deliver the ball to them to make shots and also take some shots myself."

Orr, who welcomed Lenard's return, was one of the few people who weren't surprised by Lenard's decision. "He and I are pretty close," says Orr. "I know his every move, and he knows my every move. I think it's worked out very well. Everybody has welcomed him with open arms."

"It's already been proven that Voshon's coming back has helped Townsend," says



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Haskins: "They both played well at the Alaska Shootout tournament, where Townsend really peaked."

Haskins's confidence in Orr has grown so much that Orr was named cocaptain along with Chad Kolander. "Townsend has great leadership skills," says Haskins. "That's why he's my captain. He brings to a program those fine qualities that you can't instill. You can't make guys want to talk to a teammate in need or to understand what the coach wants on the court, and to accept what the coach says. Those things are what make captains good leaders who are able to help the coaching staff. Townsend does a great job with the players, getting them to understand what we're all about and that their time will come—coach may not be as crazy as they think. Believe me, I'm a living example of that."

"Townsend had to sacrifice a lot because he wants to go 100 miles an hour. He wants to shoot 25 times a game, but he is smart enough to understand that for us to win he needs to make good assists, get people involved, and take the shots that come to him," says Haskins. "Yes, I want him to take the shots because we need him to score for us. But he can't think 'shoot first.' He's got to think 'pass first, shoot second.'"

"I said from day one that Townsend was good enough to start and that we would be just as effective with Townsend in the starting lineup as anyone else. But someone had to come off the bench, and the thing that I admire about him is that he accepted that role and did not complain or gripe. Now it's his senior year, and he's getting the opportunity to showcase what he can do. He was named to the all-tournament team and MVP of the Alaska Shootout. I was so glad to see that happen to him because he waited his turn, paid his dues, and went through so many injuries. It couldn't have happened to a finer person."

"I hope my young guys in time will realize what he went through—and that if they just stay with it and work at it, good things will happen in the end. As I say to my players, don't measure yourself in the beginning, measure in the end. Townsend had his success in the end."

Orr leads an improved team of five seniors that is expected to be competitive in a balanced Big Ten conference. Joining Orr and Lenard as returning starters are senior forwards Chad Kolander, 6 feet 9 inches, 245 pounds, and Jayson Walton, 6 feet 6



inches, 215 pounds, who has a chronic knee injury that required surgery last year. A nagging concern is whether Walton's knee will hold up. The biggest question mark is inside, where Haskins will look to sophomores Trevor Winter, 7 feet, 260 pounds, and John Thomas, 6 feet 9 inches, 265 pounds.

"One of the two big guys will start," says Haskins. "I hope to see them each play twenty minutes a game and really develop this year. Trevor is more of an offensive-minded player who can hit the eight- to twelve-foot jump shot. John is more of a banger who will really work the low post area for rebounds, score off the blocks, and shoot the medium-range jump shot. I'm really looking forward to seeing them develop as players as their playing time increases."

Orr is very optimistic about the team's chances: "I think the sky's the limit for this team. The toughest opponent will lie within ourselves," he says. "If we can come out every night and execute what we need to do in offense and defense, everything else will take care of itself. I'm not saying that right now we're the number-one team in the country by any means, but with the group of guys that we have, and the skills and the talent that I know we'll produce night in and night out, I'm willing to go to work anytime with these guys."

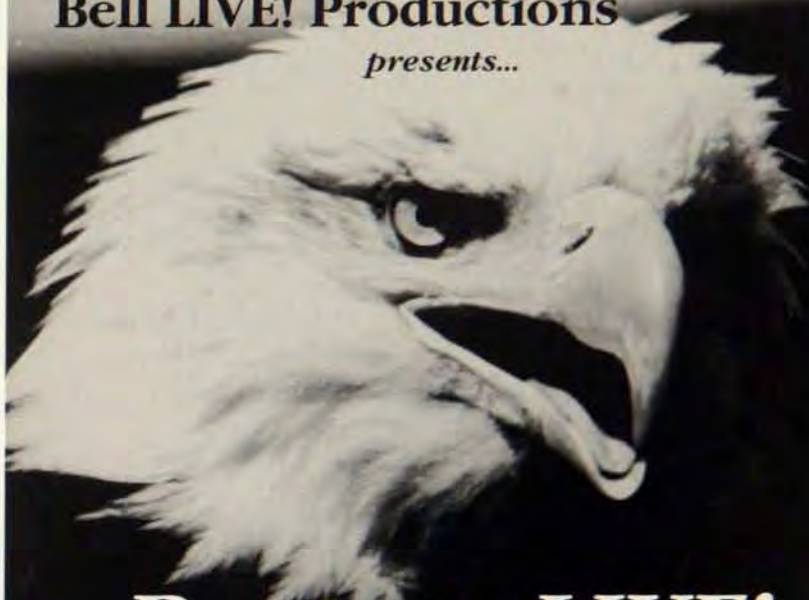
Orr's career highlights with the Gophers include winning the NIT championship two years ago after being snubbed by the NCAA tournament selection committee. "Right behind that is a win over Indiana by 50 points, and starting this season with a big win against Arizona in the Alaska Shootout," says Orr. "We just have to keep continuing to build on the tradition that we've already started."

But Orr is most proud of his performance in the classroom. A B+ student majoring in history and sports medicine, Orr says he is looking forward to graduating with honors in the spring. He's not sure what he wants to do after he graduates, but he'd like to take basketball as far as he can and perhaps get into coaching.

"Townsend is very articulate. He has personality, knowledge, great people skills. He's smart, witty, dependable," says Haskins. "All the things you look for in a fine young person. To me, that's what people are looking for in today's society. Townsend will be successful in whatever he does."

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# 100 Years

*in the Life of Geraldine Dickerson  
as told to Vicki Stavig*

I don't feel 100, but I was born March 3, 1894, in Windom, Minnesota, a little town in southern Minnesota about 60 miles south of Mankato on the Des Moines River. I had one sister, two years younger than me. She died when she was about 74. My father was an electrical engineer. I think my mother thought I wasn't going to amount to anything because the only respectable thing for a girl to do in those days was to be a teacher and I didn't want to teach.

One of my earliest memories was when my mother got me all dressed up to go visiting. She put me out in the yard while she got ready. When she came out again, I had climbed up a tall tree. I think I was independent like my mother's father. As a child, I raised chickens and built a chicken house. I planted vegetable and flower gardens and mowed the lawn. I didn't have any graces at all.

After high school, I took a teaching course and taught at a country school for two years. I wasn't a good teacher. Then World War I came along and the boys went overseas. I took a civil service exam for the post office and was a senior clerk until the boys came back. I was paid about \$80 a month.

My mother and I came to Minneapolis for me to go to the University. The first year, I worked in the post office at Donaldson's. The second year, I started at the University. I didn't know what I wanted to do, but I took a course in science. I went to my adviser and he said, "If you like science, go into it." I took bacteriology mostly. That was my specialty. I graduated in 1925 and went to graduate school to get a master's degree in bacteriology. I had written my thesis on the germicidal value of soap, but I never got my master's degree, because I never finished the last six credits.

I never thought about going anywhere other than the University. I had a very good experience there. It was a good school. The University was a large institution. It seems to me it had 10,000 students then, but I can't swear to it. It had a good library and a good medical school. Tuition was only \$25 a quarter and board and room was \$10.

In 1927, while I was doing graduate work at the University, someone from Minneapolis General Hospital came and said they wanted to start a bacteriology department. A professor recommended me, and I was hired at \$100 a month. It was a very good hospital. My salary was raised to \$140 a month when I was made head technologist. At that time, you could get a week's worth of groceries for \$5.

I did a lot of blood cultures from patients who had blood diseases. I would do the diagnosis. Once I diagnosed tuberculosis in a woman and they couldn't find anything to substantiate it, but knowing my work, they kept it in mind. When she died, they did an autopsy and found out she did have TB. They were nice enough to come back and tell me. I don't think I could go back and do my work now. Today it's all done by machines. I don't trust them. In those days, your head was a machine.

I did cultures of pneumonia patients, too. In those days, they put pneumonia patients on a cold porch and they always died. We had typhoid fever, too. Most every disease has its own organism. As a bacteriologist, you learn to recognize them.

Mother never realized exactly what bacteriology meant. As far as she was concerned, I just worked in a lab. I smelled like a hospital when I came home from work. I bought a house on Lake Minnetonka, and mother and I lived there. I turned my salary over to mother and she gave me \$11 a month spending money.

I wanted to build a chicken house, so I bought some tools, used the dock posts and some of the dock planks for flooring, and built it. It had a porch on it, too. I built it during my vacation, but didn't get the roof done. I put twelve hens in it and went back to work. A carpenter who lived in the neighborhood came over while I was at work and wanted to see the chicken house. He told my mother, "She did such a good job, I'm going to finish the roof for her." The hens were wonderful lay-



*Geraldine Dickerson*

"I'm going to be cremated. I decided I didn't want my bones to be knocking around one thousand years from now."

ers. I sold the eggs we didn't use.

I think I paid \$3,000 for the house in Minnetonka and sold it for \$15,000. I'll tell you a better one than that: The

house I later bought in Florida I paid \$3,000 for and sold it for \$55,000.

I stayed at Minneapolis General for 32 years and they had a big party when I turned 65 and had to retire. I thought I would go to a warm climate, so I moved to Florida and bought a house six blocks from the ocean in Pompano Beach.

I was working as a volunteer with a church group and was hired to work in the lab at a hospital on the outskirts of Fort Lauderdale. The Florida government gave me a permit to work until I was 75. The hospital was 30 miles away, so I lived at the hospital during the week and drove home on Saturdays. Then I drove back to the hospital on

Sundays. I worked there for ten years, until I was 75.

I had bought my home in Florida when I was 65. I stood in it, looked around, and said, "I can do everything here." When I was 89, I said, "I better run for cover." I couldn't do anything anymore. I knew about [the] Presbyterian home in Arden Hills [Minnesota], so I wrote and asked if I could come in. They said yes, and I came. I had a stroke about sixteen months ago. I'm thankful when I see these older people here and how their minds have been affected. I have some brain damage on the left side, so I can't read or write. I



miss reading the newspaper. And I've forgotten how to spell.

I don't care about a lot of what's on TV. I don't like those stories about men and women. I listen to *MacNeil/Lehrer* and I like nature pictures and science programs. I was disappointed that I missed the O. J. Simpson hearings. My friend Elizabeth Strange [a 1927 graduate of the University of Minnesota] comes over every afternoon and we visit. One day I said to her, "Why don't you teach me the presidents?" She knows all the presidents. Now I can sit here and name the presidents in my mind. It keeps me occupied. It's good exercise, and I enjoy it.

I play bingo every Monday for an hour. I won three times today. I can't see, so I have to have a big card. It's about the only activity I can engage in. It's fun when I win. I play two cards. Today there were three other women at my table who would put chips on my card for me because they thought I wouldn't be able to do it. I told them to stop it.

I never married. I wasn't very good at knowing how to get along with the opposite sex. I was always busy. I didn't miss

anything. It didn't matter. I was interested in other things. I had a very good life. Elizabeth and I were talking one day about a man and his wife who lived here. She took him out in a wheelchair one day and pointed out the beautiful lake. He said, "I'd rather look at you." Elizabeth and I said we were thankful we never married because there are so few men like that. I think it would have been sort of nice to have a child, but I really didn't miss it.

I think the world is just terrible today. I believe in abortion. I don't see why we should have any more helpless babies coming into the world and thrown out into the streets. They're the ones who grow up to be gangsters because they don't have homes or mothers. I think it's wicked. I'm a Christian, and I believe the world is coming to an end. It can't get much more evil.

I thank the Lord for the wonderful life he's given me and for letting me get to 100 without any hardship or suffering and to be in a place where I'm well taken care of and happy. I'm going to be cremated. I decided I didn't want my bones to be knocking around one thousand years from now. A few years ago, my doctor took an

X-ray of my internal organs and said every organ is the right size and shape and doing its job. I don't exercise; I'm beyond exercise.

I did a little social drinking, and I smoked but I never inhaled. I smoked with a special friend who was a bacteriologist too, but the minute she moved to Arizona, I quit. Cigarettes then were two packages for 27 cents. I never was a meat eater, but I eat a little now. I like soup and pie. I'm still pretty feisty if need be. I write on my menu in red pencil what I don't like. I also write down if something is very good.

I used to be five feet two inches, but I've shrunk. I weigh 131. My hair turned gray very early and there was a time I dyed it. I did that until it was time to have gray hair. I have someone style my hair every two weeks. And every day I put on lipstick and blush. I do the works.

When I was going to the University, I spent weekends with two friends. One morning I came out in the kitchen as one of them was getting breakfast. She said, "Go back and put on some makeup; you look dead." I have never forgotten to put on makeup since. I don't want anyone to say I look dead now. ◀

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**T**HE REGENTS VOTED in October to seek an **\$87.7 million increase** in state funding over the next two years, \$10 million more than University President Nils Hasselmo had proposed. The request is called a Partnership Proposal. The University itself, and students and parents, would share in the partnership with \$28.2 million in internal reallocations and \$26.3 million in increased tuition revenue.

Regent Lawrence Perlman praised the administration for a "superb job" on the budget but said that he had "never seen a budget request where we started out in a bigger hole than this one." Even if the University got what it was seeking, he said, the result would be a too-high tuition increase and too-low salary increases.

Regent Darrin Rosha offered an amendment to add \$7.3 million to the original request to buy down some of the tuition increase. Other regents said the salary problem was just as serious. Regent William Hogan said he didn't know what the regents could say to faculty and staff if they voted only to ease tuition. The amendment was then changed to increase the request by \$10 million, with the breakdown of funds left to the administration; Hasselmo earmarked \$4 million to hold down tuition and \$6 million for salaries. Regent Jean Keffeler, board chair, said that "the unusual step taken by the board underscores the concern we feel."

**"Investment, investment, investment"** is the theme of the legislative funding request, President Hasselmo says. The plan proposes \$115.5 million net new money and calls for key investments in high-quality programs, quality improvements, and competitiveness.

"The University is at a critical moment in its history. It's an institution in some jeopardy," says Mel George, who became vice president for institutional relations after he stepped down as president of St. Olaf College June 30. Alumni can help, he says, by letting their elected officials know that the health of the University is important to them and by speaking well of the University in conversations in their communities.

Diversity goals for the U2000 plan were

the primary focus of discussion when the regents looked at **critical measures and performance goals** in November. One proposed goal, which acting assistant vice president George Copa described as "aspirational," is for 16 percent of entering freshmen by the year 2000 to be students of color. Regents questioned both whether this is an ambitious enough goal and whether it is reachable. A vote on endorsement of the goals was postponed until December.

The performance goals are stated as institutional-level measures, but planning includes separate goals for each campus. For the critical measure of graduation rate, for example, the goal is to graduate, within five years, at least 50 percent of the freshmen who enter in fall 1996.

The regents extended **McKinley Boston's contract** as men's athletic director on the Twin Cities campus for five years and increased his base salary to \$135,000. He is currently completing the third year of a five-year contract. In recommending the contract, President Hasselmo cited Boston's seniority in the Big Ten, attempts by other universities to recruit him, his success in his position, and his role as an exceptional administrator and leader.

The **gender equity issue** for coaches will be examined by a subcommittee of the Task Force on Administrative Compensation. Former Minnesota commissioner of administration Sandra Hale will be chair. The group will "consider the philosophy underlying the compensation structure" and review with the women's athletic director her plans for ensuring fair and reasonable compensation.

University of Minnesota Foundation President Gerald Fischer gave the regents **good news on fund-raising**. He said that "1994 was another excellent year," with \$65 million in private gifts. The University ranked ninth nationally and second after the University of California among public universities.

**Patrick Borich** is retiring in January after ten years as dean and director of the Minnesota Extension Service (MES). His 36-year career with the MES began as an agricultural agent in Carlton County. A committee will conduct a national search for a replacement.





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# REPORT



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

## The Class of 1998

One of the most fascinating aspects of serving as a volunteer at our University is the people you meet and the relationships you build. As national president of the University of Minnesota Alumni Association (UMAA), I'm fortunate to have many opportunities to meet, greet, and work with the University president, his cabinet, and collegiate deans, and that's important, but the position allows me to go well beyond them to the students, faculty, and staff of the University as well. It is these relationships that I would like to share with you in this column. I cannot adequately describe for you the zeal, vigor, intensity, or the beauty of the people I have met on your behalf these past few months, but I'll try.

I'd like to start with the Class of 1998: 3,650 freshmen who will be tomorrow's leaders, teachers, researchers, entrepreneurs—our future. Judging from the academic and leadership credentials of these vibrant, bright, ambitious students, this diverse class is certainly among the best this University has ever recruited. I met some members of the class early in the fall during Freshman Week at Camp Friendship near Annandale. My first impression was "Wow, these kids mean business!" As they listened to my welcome-to-the-University of Minnesota message, I could see them trying to measure my assurances regarding the opportunities that lie ahead for them. There may have been a few disbelievers when I told them that one of them is likely to return to campus in 40 years to address the Class of 2038—just as this member of the Class of 1958 was doing.

Recently I had the opportunity to meet a few more members of the class, the recipients of the Freshmen Leadership Incentive Scholarships funded by the UMAA. Before I began writing this column, I reviewed the credentials and applications of all 22 recip-

ients, hoping to introduce three or four of them to you. When I learned that they are all honor students, athletes, and community and church volunteers—in addition to being fine musicians and artists—I gave up trying to single out any of them. Here's just a sampling of their impressive accomplishments and aspirations.

They are members of Who's Who in American High Schools. They minister to old folks and young folks and work part-time jobs to boot. They come from small towns and large cities and from as far away as Nigeria, Vietnam, Wales, and Sri Lanka. Amy, Chi, Heather, Jennifer, Julie, John, Meghan, and Yves plan to be our medical caregivers; Andrew, Chirko, Jason, Joseph, and Nathan will be engineers; Donald, Melissa, Michael, and Oghenetaja aim to teach or coach or both. If we are lucky, Ahne, Aruchunan, Kevin, and Sarah will influence the political and international scene, and Alan and Jason will make their marks in the business world. If Adrian becomes an actor, Christine a landscape architect, Mark a journalist, and Rebecca a mortician, just think how this rare sampling of individuals will affect our world.

Each of the recipients wrote an essay to accompany his or her application for the scholarship. Michael Bietz wrote, "Knowledge and experience are two things nobody can take away from you. Together they make you wise." Courtney Malone closed her essay this way: "Education so far has been preparation for college, and now college needs to be preparation for life." How privileged we are to help make this happen.

Now meet Wayne Sigler, the energetic director of admissions, responsible for recruiting the Class of '98. His job is to recruit 4,000 new students to the University each year, and to do so within the criteria that have been established by the

undergraduate initiative of the U2000 plan.

Before coming to Minnesota to become part of our great academic heritage, Sigler was admissions director at the University of Houston. Alumni there made him an honorary alumnus as a tribute to his success, and we're looking forward to making a similar announcement some day. I hope you will make it a point to meet him.

When you do, be ready for a hearty handshake, a robust smile, and a "let's talk about the University of Minnesota" discussion. Sigler needs our help in attracting prospective students and is working with us on joint efforts.

Another person I want you to meet is Donna Peterson, director of state relations. I recently attended a program developed by Peterson to introduce our state's newly elected legislators to the University and the good-

news work that is produced here on a daily basis. We were spellbound as Fennell Evans, director of the Center for Interfacial Engineering, and Michael Mahler and Alex Walan, two of his undergraduate engineering students, demonstrated new learning techniques made possible by large grants to the center. The results are mind-boggling. The center, which has just completed its sixth year, has received more than \$34 million in grants. This support for research makes the U of M a whale of a buy for us Minnesotans and raises teaching and learning opportunities to a new high.

There are thousands of others I'd like to introduce you to, but space doesn't allow me to continue. Suffice it to say that the Class of '98 will make its mark because we alumni have upheld the importance of our University and the opportunities it affords this generation. We must continue that tradition.

Come to campus someday soon and see for yourself. If you have been away for a few years, come prepared to get excited.



Larry Laukka, '58  
National President



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## An Alumni Army: The UMAA Legislative Network

Even before the 1995 Minnesota Legislature convened in early January, alumni were banding together in the University of Minnesota Alumni Association (UMAA) Legislative Network to help the University make its case to legislators for an \$87.7 million increase in state funds for the 1995-97 biennium. "Simply protecting the status quo is not a realistic option," said University President Nils Hasselmo.

The alternative to an increase is bigger tuition hikes and potentially damaging internal reallocation. (Twenty-eight percent of the University's budget comes from the state—the rest is generated by tuition, research grants, gifts, and other sources.)

A dramatic increase in network membership—from 600 in late 1993 to 1,200 in late 1994—indicates both a growing UMAA commitment to advocacy on behalf of the University and a growing awareness among alumni of the need for and effectiveness of their help.

Network members contact their legislators by phone, by mail, and in person to express support and concern for the U. "Many people have found that it is easier to do than they thought—that legislators are more receptive, more willing to listen than they had anticipated," says network coordinator Carla Maxwell. "Legislators listen to their constituents; They don't always vote the way we ask them to, but hearing from a lot of people makes a difference. What Tip O'Neill said about all politics being local is true: Legislators want to serve the community by bringing back what it asks for."

Alumni have told Maxwell that they feel like they've had an impact, and success breeds success as they bring friends and associates into the network. Maxwell hopes to increase the Univer-



sity's "alumni army" to 3,500 during the 1995 legislative session.

New to the network this year is a district captain program. Ultimately, each of the state's 67 legislative districts will have an alumni captain whose responsibilities include letting Maxwell know about activities (candidate forums, town hall meetings, door knocks) in the district, recruiting new network members, meeting with the district's legislators at least once a year, and heading a district phone tree.

William Cowell of Gaylord volunteered for the job in District 23. "I knew it was going to be a tough legislative year, and I have good contacts with our state senator and our new representative," says Cowell, who describes himself as a longtime supporter—though never before an active supporter—of his alma mater. (He is a 1970 graduate of the College of Liberal Arts and a 1973 graduate of the Law School.)

District 40 captain Mark Bregmann of Bloomington, the College of Liberal Arts representative to the UMAA National Board, wrote to Representative Kevin Knight to congratulate him on his reelection in November and to encourage him to support the University's request. Calling the University "one of our state's primary R&D [research and development] facilities," Bregmann wrote about a local Fortune 500 company that trimmed its R&D

programs several years ago in a time of financial austerity. The immediate results were successful, Bregmann wrote, "and they planned to worry about the future later." Now that the future has arrived, fewer new products are being brought to the market and the firm's position as a market leader is threatened. "Don't make this same mistake with the University" was Bregmann's message to Representative Knight.

Network members don't have to be able to explain the intricacies of the budget in order to express support for the University, but some knowledge of current issues is helpful, says Maxwell. A newsletter and other written materials help new and continuing network members learn about and stay up to date on the issues.

A campus tour for legislators is also in the works. "They hear about problems all the time," Maxwell says. "We want to show them the good work—why we care so much about the University." Legislators will be invited to the tour by network members from their districts so they know that it really makes a difference to someone if they come, Maxwell says. Freshmen legislators and legislative leaders will be at the top of the list of those to be invited.

Competition for limited state funds—Governor Arne Carlson is committed to both a balanced state budget and no new taxes—will be fierce, Maxwell predicts. There is some truth to the old saw that the squeaky wheel gets the oil, she says, and there will be a lot of squeaking as active groups promote their interests. The University needs a large, vocal army representing all parts of the state to help present its case to the legislature.

To join the legislative network, call Maxwell at 612-626-0913.



# Class Acts

BY TERESA SCALZO

**S**ince 1965 the Horace T. Morse-Minnesota Alumni Association Award has honored more than 200 University faculty members for their excellence in teaching, advising, academic program development, and educational leadership. The University of Minnesota Alumni Association is proud to cosponsor this award, which represents the highest recognition of the University community for its most distinguished undergraduate teachers. 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 describe their most memorable moments as teachers.



William I. Brustein, associate professor of sociology, College of Liberal Arts, designed and implemented a new undergraduate major, European area studies, that is the first of its kind in the country.

**D**uring the 1988-89 academic year, I devised a research project on the social basis of the early Nazi Party in Germany that included the funding and training of eight University of Minnesota students. They assisted in collecting archival data from the official Nazi Party membership master file, located at the Berlin Document Center. I view the project as a successful model for blending pedagogy with research to the mutual benefit of faculty and students. Beyond what students gleaned professionally by participating directly in data collection, they perhaps gained as much or more from living and working for three months in a foreign culture. The results of this research experience will be published in my forthcoming book, *The Logic of Evil: Social Origins of the Nazi Party, 1925 to 1933*.





**James Farr,**  
'75, '79, *associate professor of political science, College of Liberal Arts, has made significant contributions to undergraduate education by serving on the Task Force on Liberal Education and by developing courses that have served as models for other institutions.*

I still remember—with a mixture of fondness and terror—the first lecture I ever gave [as a graduate student] in 1974 on the images of American Indians as presented in the texts of nineteenth-century political theory. There were more than two hundred very diverse students, whose general attentiveness was proved by a series of difficult questions ranging from what the economy was like in the nineteenth century to what distinct contributions Native Americans made to America to what relevance this had for contemporary urban life or for the fate of our democracy. I can scarcely remember my answers, but I left the class with a clutch of engaged students in the heat of conversation, feeling confirmed that teaching was indeed the way of life that I wished to pursue. This feeling lasted through several of the undergraduate courses that I was lucky enough to have entrusted to me as an advanced graduate student in the late '70s. It continued through my early teaching stints at Ohio State and the University of Wisconsin. It continues today now that I am fortunate enough to be back at the University of Minnesota, with all its rewards and demands.



**Leslie B. Hansen,**  
'73, '78, *professor of animal science, College of Agriculture, is involved with students as a teacher, adviser, dairy judging team coach, and 4-H volunteer.*

Shortly after reporting for work at the University of Minnesota, I found myself in a lecture room in front of 103 faces. Like many new Ph.D.'s, I was a specialist in a narrow area of science and was totally inexperienced in teaching large classes. As a graduate student, I had occasionally given guest lectures and helped with some laboratory projects, but I had no training in teaching methods. Therefore, for the first course I taught, I worked diligently to develop lectures that were outlined on overheads. After all, that was the method of teaching to which I was most accustomed. After a couple of weeks of lectures, I noticed class attendance seemed to wane, so I instituted pop quizzes to make sure a high percentage of the students attended class—or else. It took me two quarters to conclude that there just had to be a better way.

Today, I provide handouts that cover the important principles and facts for the course. Students can read the handouts on their own. A considerable amount of class time becomes free for discussion with and among the students. Teaching seems to be particularly effective when students challenge each other. Students benefit from the exchange of ideas and opinions and share a joint sense of accomplishment when they influence each others' perspectives.



**Linda Rae Hilsen,**  
'68, '73, *associate professor, College of Education and Human Services Professions, turned the Duluth campus's remedial writing and reading clinic into the nationally recognized Achievement Center.*

There is increasing public demand for good teaching at the college level, for accountability in all phases of academe, and for teaching [that] reflects the makeup of our society. It can no longer be argued that diversity is just a fad of political correctness. It is reality. The way we go about the business of the University must build on and celebrate the diversity that exists in our system. It is counterproductive to make diversity a specific class or curricular requirement; it needs to be infused throughout the curriculum. Every class must be a lesson in diversity. All must be conscious of the diversity within our classrooms. We do have students from various cultures. We do have students with varying abilities and disabilities. And we do have students with different learning styles. These differences must be taken into account when courses are designed, when assignments are given, when classroom exercises are created. People learn best when they see a part of themselves in what they are doing and when their voices are heard.





Laura Coffin Koch, '80, '87, *associate professor of mathematics education, General College, is a national spokesperson for the constructivist approach to teaching, which places the student at the center of the learning process.*

About five years ago, I was teaching a mathematics class for elementary education majors. I do not consider myself to be a conventional teacher, especially in the mathematics department of a large university. I do not lecture to the students, but provide experiences that allow them to investigate and explore numerical ideas and mathematical structures. In this particular class, I had several students who moaned and groaned about having to work and think in class, something they said they were not used to doing. I did not relent but challenged them to work throughout the course. At the end of the quarter, they told me how much mathematics they had learned, even though they thought they had known it all in the beginning. Three years later, several of those students came to see me, after they had started teaching, to let me know how important that course was, not only for them [personally], but for them as teachers. Knowing that I had made a positive impact on students is a memory that never dies.



Alex J. Lubet, *associate professor of music theory and composition, College of Liberal Arts, is described by one former student as "one of the most interesting composers working in America today" and "the most effusively generous educator I know."*

My most memorable moment as a teacher was actually an event that was almost a year in the making. In academic year 1991-92, I organized a Japanese music festival that featured my own New Music Ensemble, the Chamber Singers, the University Chamber Orchestra, faculty soloists, and guest artists from as far away as Hawaii. There were lectures, a radio broadcast, and two sold-out concerts. Grant money was raised, along with generous support from Asian community organizations. As many as a hundred students performed, and many more participated in numerous ways. It was a multicultural musical event unlike any other I have seen on this campus before or since.



Marvin L. Marshak, *professor of physics, Institute of Technology, is head of the School of Physics and Astronomy, yet still finds time to counsel freshmen and teach introductory courses.*

For the past three years, I have worked as a lower division adviser in the Institute of Technology (IT). The enthusiasm of the freshmen and the opportunity to make a real difference makes this particularly rewarding. My experience is that women in IT are often more competent, better prepared, and more motivated. After all, women do not usually wander into science or engineering by default. However, IT women are often burdened by low self-confidence, and they are further misled by the male students around them who either do not recognize or lie about the academic stress they are under. Women advisees sometimes come in believing something is wrong with them. It is truly important to strengthen their self-esteem with a realistic view of the widely shared nature of their stressful feelings.

I would like to say that I have always wanted to teach, but that is not true. Even with the advantage of hindsight, I believe I am where I am as a result of a series of random choices and, perhaps, even an unwillingness to leave the campus and face the real world. However, I certainly have no regrets. I feel challenged every day to attain a level of enthusiasm to match that of my students.





Roger Pierce Miller, *associate professor of urban geography and social theory, College of Liberal Arts, recently created a model structure for undergraduate coursework in the geography department and has introduced advanced technology into his teaching.*

In my urban geography courses, I try to initiate discussions in which students relate their own experiences to the subjects we cover in class. At the University of Minnesota, it can be extremely difficult to deal with issues like racism and poverty since most of our students come from white suburban households. I vividly remember the sudden shock of realization that my rather sheltered students had when a Nigerian student spoke bitterly of his painful realization that, regardless of his status in his home country, in the United States he would always be subject to attitudes based on his racial characteristics. This initiated one of the most poignant discussions of racism and prejudice that I have ever encountered. About half of the class was in tears by the end of the discussion. I count myself as fortunate as my students to have been present in class on that day.



Chris Paola, *associate professor of geology and geophysics, Institute of Technology, "symbolizes all that is right with undergraduate instruction at a large research-oriented institution," according to a colleague.*

My most important goal in teaching is to demystify things for the students. [This is] especially important to me because of the extent to which the growth of the sciences has made them seem remote from everyday experience and inaccessible to the majority of people. I fear that science seems to have become for many people the domain of a kind of priesthood of experts that ordinary people cannot comprehend. Science is not supposed to be mysterious, however arcane it sometimes seems. I put a lot of effort into trying to convince my students that they really can understand things based on their own wits and their own observations, that they shouldn't take my or anybody else's word for it, and that the final authority in science is not books or experts, but nature itself.



Thomas A. Scanlan, *associate professor of rhetoric and American studies, College of Agriculture, was hired in 1978 to create humanities courses specifically for students in agriculture. His colleagues say he has "exceeded the department's most optimistic hopes."*

As a teacher and a writer based in the College of Agriculture, I feel intensely about the chance to communicate an awareness of the values that underpin our use of the natural world. While we need expert technical knowledge to make wise decisions in our personal and public lives, we need even more a sense of the values and attitudes we have inherited from the past in order to understand who we are today. An awareness of how past choices shape the present gives us grounds for believing that the present is, in turn, open to us and that the future is not inevitably fixed. To many of us, students and teachers alike, the modern world is often overwhelming. Our complex social institutions, and the technology that supports them, are nearly paralyzing. But we can choose to manage our lives and our culture in new ways just as those before us did. We can decide, as it were, to plow the prairie a different way this time.





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## Board Briefs

An update on U2000 was on the agenda at the University of Minnesota Alumni Association (UMAA) November national board meeting. Mel George, University vice president for institutional relations, and Robert Kvavik, associate vice president and associate provost for academic affairs, spoke to board members on the planning process.

George had just visited Duluth and Crookston, where he found that most business, education, and community leaders have heard of the University's U2000 plan but few understand it.

Administrators have asked the people of Minnesota to help them create a vision for the future of the University, Kvavik said. U2000 sets parameters in six strategic areas: research, professional and graduate education, undergraduate education, outreach and accessibility, user friendliness, and diversity. Within these six areas, recurring themes include interdisciplinary research and teaching, recruiting and graduating people of color and women, and improving community and limiting bureaucracy for students.

"U2000 is a rolling plan," Kvavik said, explaining that the parameters in each area can be adjusted according to the wishes and changing needs of the people of Minnesota.

U2000 will be the University's primary message to the Minnesota Legislature during its 1995 session, George told the board, and every dean has been asked to meet with five key legislators. Kvavik encouraged UMAA board members both to provide assistance in shaping U2000 and to act as advocates for the University and its planning process during the legislative session.

### COMING SOON

The **Sun Cities, Arizona, Chapter** will hold its annual meeting at the Lakes Club January 27. A Day at the Races will be February 11 at Turf Paradise Race Track and the spring luncheon March 31 at Briarwood Country Club. For information, call Bob Snyder at 602-584-3066.

The **College of Veterinary Medicine Alumni and Friends Society** will hold a reception and annual meeting February 2 at the Radisson Hotel South in Bloomington in conjunction with the Minnesota Veteri-



nary Medical Association convention February 3-5. For information, call Phil Oswald at 612-624-1247.

University President Nils Hasselmo will visit alumni chapters in Washington and Texas in February. He will talk with members of the new **Seattle/Puget Sound Chapter** February 4 (for information, call Rick Hanson at 206-355-8881), the **North Texas (Dallas-Fort Worth) Chapter** February 24 (call Dick Kmiecik, 214-699-7256), and the **Austin Chapter** February 25 (call Jonne Hurd, 512-345-7857).

The **School of Nursing Alumni Society** annual program and reunions will be March 25 at the Radisson Hotel Metrodome on the Minneapolis campus. For information, contact Carmela Kranz at 612-624-2323.

**School of Public Health** 50th anniversary activities include a symposium April 27-28 and alumni reunions and a gala anniversary dinner with featured speaker Art Buchwald April 27. For information, call the Anniversary Newslines at 612-624-2109.

The **Pharmacy Alumni Society** annual meeting will be held at the Northland Inn in Brooklyn Park May 5 in conjunction with the Minnesota Pharmacists Association annual meeting May 5-7. Reception, 6:30 p.m.; banquet and program, including presentation of the Distinguished Pharmacist Award, 7:30 p.m. For information, call Terri Mische-Riebel at 612-626-4795.

The **Medical Alumni Society** is planning reunions June 1-3 at the Radisson Hotel Metrodome on the Minneapolis campus for the classes of 1935, 1940, 1945, 1950, 1955, 1960, 1965, 1970, 1975, and 1985. All alumni are invited. Call the society at 612-625-8676 for information.

### ON THE ROAD

The new **Seattle/Puget Sound Chapter** held an organizational meeting in October at which Robert Bruininks, dean of the College of Education, spoke on "The Changing Face of Childhood and Youth." For information on the chapter, call Rick Hanson at 206-355-8881.

"Meet U of M Women's Athletics" was the theme of a **Rochester (Minnesota) Area Alumni and Friends** meeting November 15. Among the speakers: Gopher women's

athletic director Chris Voelz, basketball coach Linda Hill-MacDonald, and softball coach Lisa Bernstein. Lori Lawler, a senior Gopher basketball player who came to the U from Rochester Lourdes High School, and Renee Sbrocco, a sophomore baseball player from Rochester Mayo High School, also were featured guests.

Raptor Center director Patrick Redig, associate director Ron Osterbauer, and live birds of prey visited the **Washington,**

**D.C., Chapter** November 17.

The **Dayton, Ohio, Chapter** held a holiday party December 6.

### AT THE U

Newspaper columnist Jim Klobuchar was the keynote speaker at **Dentistry Alumni Day** November 18. The program included a morning session entitled "The Dental Patient in the Year 2000" and presentation of alumni and student awards. ▲

## Alumni Travel Ideas ...

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For more information, please call Jane Hladky, UMAA travel coordinator, University of Minnesota Alumni Association, 501 Coffman Memorial Union, 300 Washington Avenue SE, Minneapolis, MN 55455-0396, (612) 624-2323.



# If Wisconsin Can Do It, So Can We

**T**HE LAST TIME the Gopher football team played in the Rose Bowl, John Kennedy was president of the United States, Met Stadium was six years old, and the first Twin Cities skyway was yet to be completed. By any standards, it was a long time ago. Some people are asking if we will ever have a shot at the Rose Bowl again. Officials at the University say yes.

"We need to break the pattern of lack of success in football for the past quarter of a century," said University of Minnesota President Nils Hasselmo at a December news conference at which he announced the formation of a blue-ribbon committee to study Gopher football. The Gophers, led by five head coaches, have compiled a 25-year record of 113 wins, 159 losses, and 4 ties. As one of those appointed to the twenty-member committee, I listened intently as President Hasselmo outlined the committee's charge.

Jean Keffeler, chair of the Board of Regents, emphasized that the board is committed to examining every aspect of the program. "I have seen firsthand what is within our reach," said Keffeler, who experienced how sports help create a sense of community when she traveled to a game at the University of Michigan. The University is competitive in every other aspect of men's and women's athletics, said Keffeler, adding that if the University of Wisconsin-Madison can turn around its football program, "so can we."

Overall, the men's intercollegiate athletics program on the Twin Cities campus has been very successful, ranking second in the Big Ten, said McKinley Boston, director of men's athletics. But the reality is that without football there would not be a full program of intercollegiate sports at the U. Football generates 40 percent of the \$14 million annual men's budget; the department receives no state support.

Dick Schultz, former NCAA executive director and staff consultant to the committee, talked about the dramatic

football program turn-arounds at Kansas State University, the University of Wisconsin-Madison, and the University of Colorado. A basketball coach for 25 years, Schultz acknowledged that football is the cornerstone of any program. "It draws the most people and creates the most interest," said Schultz.

In response to metropolitan sports writers who grumbled that the "committee solution" is a classic academic approach to problems, Boston emphasized that the group is "not window dressing." Two issues that have received much media attention are the University's lack of a sports management program and higher academic standards for freshman and sophomore athletes. But the matrix of issues is much broader, and the committee will be looking at recruiting, facilities, and marketing in addition to academics.

The Gopher football program has made some big strides over the past few years. We've rebuilt the foundation, and it hasn't been easy. We have a clean program, good student athletes, and many generous corporate sponsors. Now we need to give more attention to success on the field and put alumni and students in the stands.

The University of Minnesota Alumni Association hears from thousands of alumni each year. When it comes to athletics, we find that people fall into two categories: those who are passionate about Gopher sports and those who can take it or leave it.

When the Gophers are winning—and especially when they're going to post-season tournaments—even those luke-



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

warm bystanders feel a sense of pride and identification with the U of M. The maroon and gold spirit, the excitement that is generated, rubs off on all but a few. Whether they live in Dry Creek, Kentucky, or in St. Peter, Minnesota, or in Billings, Montana, alumni are proud to identify with the U through the sports news.

Conversations with fellow alumni directors at the University of Wisconsin-Madison and

Kansas State University confirm that the turnaround of their football programs has had a dramatic impact on alumni association membership as well alumni donations to the university. Whether this is as it ought to be can be debated, but the reality is that sports create a sense of pride, spirit, and community that is hard to duplicate.

The committee's plan is to begin a public dialogue with alumni, fans, and other Minnesotans who have an interest. If you have comments that you would like me to pass along to the committee, please write to me at 501 Coffman Memorial Union, 300 Washington Avenue SE, Minneapolis, MN 55455-0396, or send a fax to 612-626-8167.

Those of us fans who have been to bowls and tournaments, who have tasted success in other sports, want the same for our hometown football team. This commission wants to give alumni, students, staff, and the Minnesota community the chance to experience the thrill of winning that we know is achievable. The time to start a new tradition is now.

*By Margaret Sughrue Carlson*





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Sara Shumway, the oldest daughter of renowned transplant surgeon and University alumnus Norman E. Shumway, wasn't convinced she wanted to be a doctor until her senior year in high school. Today she is surgical director of the University Hospital and Clinic heart transplant program and an associate professor of surgery.

*By Cathy Madison*

**View from the Doctor's Office** ..... 20

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*By Vicki Stavig*

**Hats Off to Rochester** ..... 27

The first in a series of profiles on cities where University of Minnesota alumni are making a difference. Learn why *Money* magazine repeatedly includes Rochester in its list of the best places to live in the United States. Meet five University alumni who help make Rochester great. Also an alumni guide to Rochester and a list of facts about this health care and industry mecca.

*By Teresa Scalzo*

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*Edited by Vicki Stavig*

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*By Lynette Lamb*

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*By Karen Roach*

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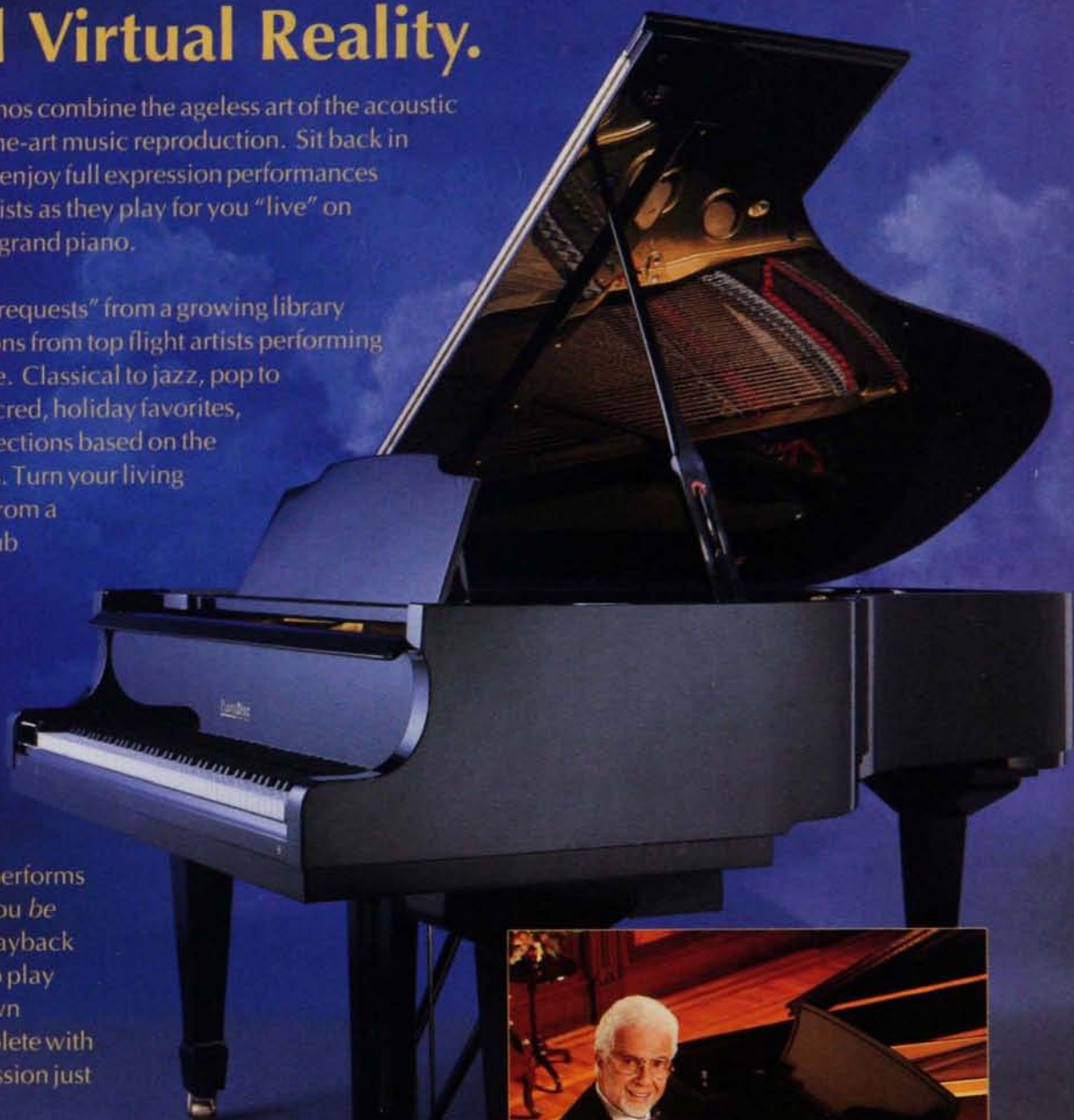
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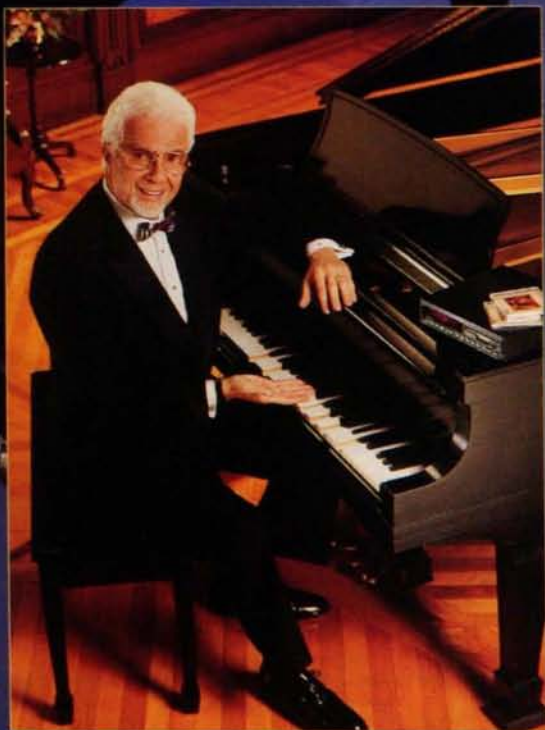
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OF MINNESOTA ALUMNI ASSOCIATION

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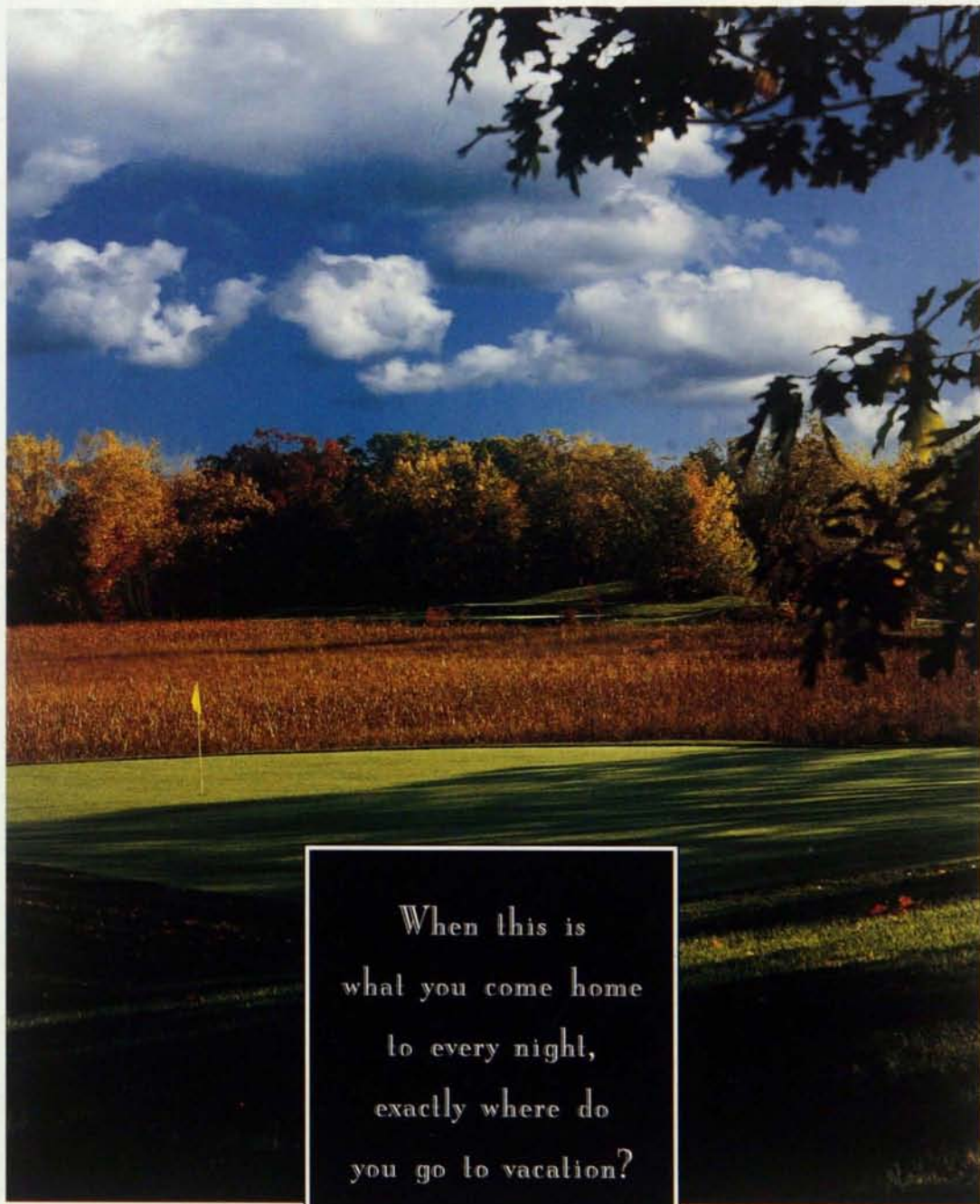
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## C O N T R I B U T O R S

#### LEGACY

A freelance writer based in the Twin Cities, Cathy Madison, '73, writes for several local and national publications, including *Twin Cities Business Monthly*, the *Chicago Tribune*, and *Selling*.

#### VIEW FROM THE DOCTOR'S OFFICE

*Minnesota* contributing editor Vicki Stavig edits *Art of the West* magazine and produces newsletters for a number of corporate clients. She also edited the Voices column in this issue.

#### HATS OFF TO ROCHESTER

*Minnesota* associate editor Teresa Scalzo, '90, also wrote *Campus Digest* in this issue.

#### THINGS YOU SHOULD KNOW: THE SKINNY ON FAT

Lynette Lamb, '84, is a Twin Cities writer and editor who also teaches journalism at the University of St. Thomas in St. Paul.

#### SPRINGBOARD TO SUCCESS

Formerly a development editor at the University of Minnesota Foundation, Karen Roach is a freelance writer based in the Twin Cities.

#### CAMPUS DIGEST

Formerly *Minnesota's* editorial intern, Kristie McPhail, '94, graduated magna cum laude from the School of Journalism and Mass Communication. She also edited *Class Notes* in this issue.

#### 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*.

#### ILLUSTRATION

San Francisco illustrator Vivienne Flesher received a B.F.A. from Parsons School of Design in Manhattan and currently teaches illustration at the California College of Arts and Crafts. A children's book illustrator, Flesher recently won a Silver Medal from the Society of Illustrators for the images she created for *East of the Sun, West of the Moon* (Simon & Schuster). Her work has appeared in numerous other publications, including the *New York Times*, the *Washington Post*, and the *Boston Globe*. James O'Brien is a Twin Cities illustrator who has received an Award of Excellence from the American Institute of Graphic Artists. His illustrations have appeared in *Utne Reader*, *Milwaukee* magazine, and the *Progressive*. Jean Tuttle is an award-winning New York illustrator whose work has appeared in *Premier*, *L.A. Style*, *Psychology Today*, *Time*, and *Newsweek*.

#### PHOTOGRAPHY

Twin Cities photographer Dan Vogel specializes in product, industry, and portrait photography. Larry Roepke is a Twin Cities photographer who specializes in corporate and editorial photography. Wendell Vandersluis is principal photographer for Men's Intercollegiate Athletics at the University. A postgraduate student at the University of Minnesota, Charlie Gesell, '94, is *Minnesota's* staff photographer.



Cathy Madison



Vicki Stavig



Teresa Scalzo



Lynette Lamb



Karen Roach

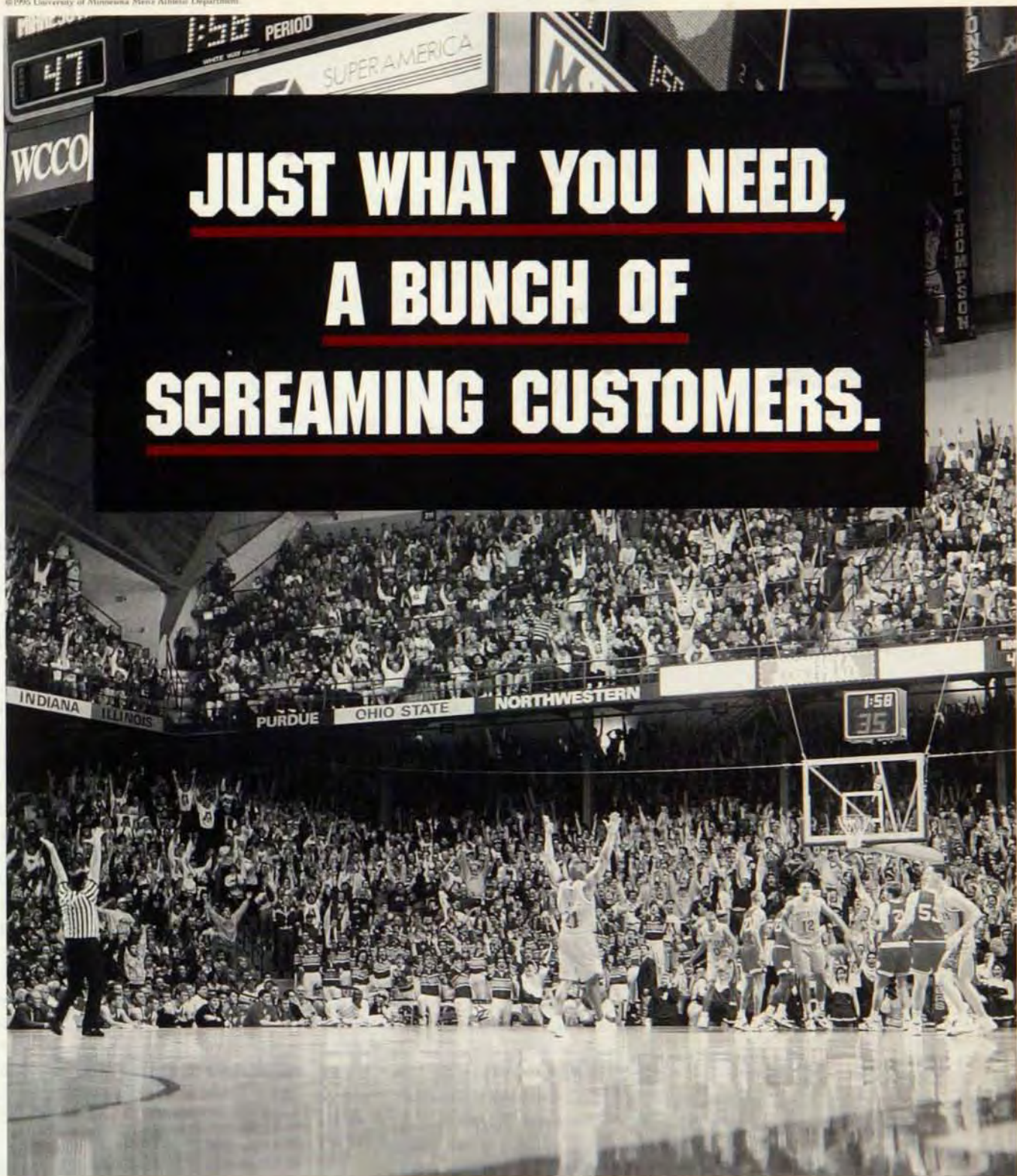


Kristie McPhail



Maureen Smith





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**I N F O C U S**

## The Rochester Connection

**T**HIS ISSUE BEGAN at an editorial brainstorming session two years ago. We knew that University of Minnesota alumni are the mayors, doctors, lawyers, nurses, social workers, business owners, entrepreneurs, bankers, artists, teachers, extension agents, farmers, and foresters who make this state work. Why not publish Who's Who editions of *Minnesota* focusing on these alumni leaders in towns across the state?

We decided to start with Rochester, recently selected as *Money* magazine's best small city in America and home to one of the University of Minnesota Alumni Association's most successful chapters. Led by Ardell Brede and Joe Gibilisco, chapter board members volunteered to help us find Rochester area alumni and friends to tell our story. Whether they're selling Gopher tennis shoes or stadium blankets, raising scholarship funds for a Rochester Community College graduate attending the U, hosting the Minnesota Marching Band or President Nils Hasselmo, or wearing maroon and gold at chapter meetings, these folks know how to make the University of Minnesota connection. They turned in an impressive list of alumni that included the former owner and publisher of the *Rochester Post-Bulletin*, a past president of the Chamber of Commerce, a district judge, Mayo Clinic administrators, principals at John Marshall High School, lawyers, physicians, bankers, business owners, pharmacists, realtors, dentists, and many more.

Thanks to the Kahler Corporation, which agreed to underwrite the special section, we were under way.

We assigned the project to Teresa

Scalzo, *Minnesota* associate editor, who has written stories on lawyers Polly Nelson, Janet Benschhoff, and Alan Page; authors Robert Pirsig and Garrison Keillor; and architect Frank Gehry, among others. A talented and creative writer, Teresa wrote the entire section and oversaw its production and promotion. She reports that choosing which alumni to profile was her most difficult task; interviewing them was the most enjoyable.

Most often Teresa interviews her subjects by phone, but this time she drove the 90-plus miles to Rochester to interview Cynthia Daube, Sister Generose Gervais, George Gibbs, Aristides "Steve" Kereakos, and Stevan Kvenvold in person.

Teresa has captured not only her subjects but the city as well. It's obvious that education is highly valued and respected in Rochester, where residents of all ages and experiences turn to it—in a way that's sometimes forgotten these days—as the key to better living. It's clear, too, that whether the people come from the plains of northwestern Minnesota, from Detroit, from Greece, or from somewhere in between, their diversity adds a lot to the quality of life in the city. Rochester is, on a Minnesota scale, a modern-day melting pot.

Many thanks to the Rochester chapter and all those from Rochester who have contributed to this issue. Thanks, too, to Teresa and to frequent *Minnesota* contributor Dan Vogel, who took our Rochester photographs. We hope to visit other cities around the state in the year ahead. In the meantime, you're invited to send us the names of alumni in your city who are making the U of M connection.

**Jean Marie Hamilton**





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# CAMPUS • DIGEST

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

By Teresa Scalzo

## ▶ THE AGING GAME

An old man stumbles up the steps of the bus as the driver yells to him, "Come on. Get on the bus. We got a busload of people waiting."

A doctor quickly loses his patience while he is talking with an elderly woman and shouts to a colleague, "Can you help her? She doesn't know what her medication is. The usual thing."

Versions of these scenarios are played out every day across the United States. But this time, the "old folks" are actually fourth-year medical students at the University of Minnesota in the midst of the Aging Game.

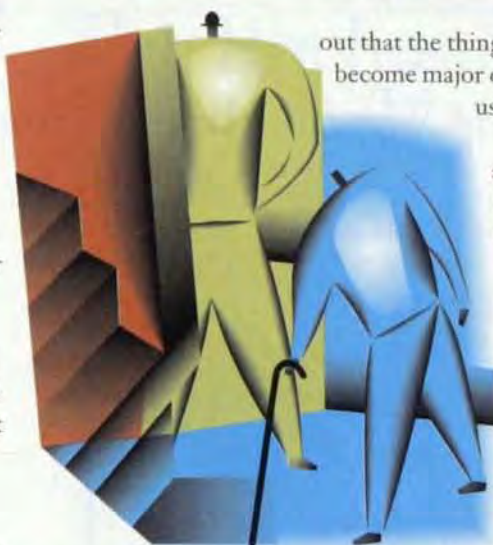
For the past year, Jim Pacala and Chad Boulton, geriatricians in the Department of Family Practice and Community Health, have staged the game every six weeks. It began as an elective for fourth-year students, but their reaction was so positive—more than 90 percent gave the game an excellent or very good rating in evaluations—that the game is now required of all medical students.

In the Aging Game, which originated at Duke University, medical students assume the identity of someone between the ages of 65 and 85. In stage one, people are still living independently in their own homes. In stage two, they begin to suffer maladies. Some have strokes and lose their ability to speak or use certain limbs. Others lose their ability to see or hear. To make these disabilities more real, the students are outfitted with splints and braces. Their ears are plugged. Their vision is impaired by goggles that have opaque tape over the lens. They wear stickers that declare them *confused* or *incompetent*.

As the students move through the game, they draw cards that list various mishaps: "Hearing aid batteries are low. Family feels that your hearing problem is worse and assumes you are confused when you don't respond when spoken to."

Eventually, every student ends up in stage three: the nursing home. Here many of them use wheelchairs and must depend on staff to feed them, move them, and bring bedpans.

Pacala and Boulton have made some innovations to Duke's version of the game that they say greatly enhance its effectiveness. They beefed up stage two by using Easy Street, the rehabilitation suite at Hennepin County Medical Center, which offers a number of environments—a bus, money machine, grocery store, restaurant—for students to navigate. "They find



out that the things you do every day and take for granted become major obstacles when you can't see and hear or use your limbs," says Boulton.

Another innovation is using high school students from Centennial Lakes High School to play the bus driver, grocery store cashier, and nursing home aides. "That simulates reality because most nursing home aides have no more than a high school education," says Pacala. "So the medical students get the experience of having somebody who is much less educated than they are take care of them. And the high school students learn some things, too."

The game serves many purposes, Pacala says. "It's a good way to bring home the impact of aging and disability. We mostly give them examples of how not to administer care to elderly people. We talk over them. We assume that they're hard of hearing, so we yell at them. We call them *sweetie* and *pops*. But then we always



Chad Boulton and Jim Pacala

plant a couple of Good Samaritans who treat the patients with respect, individualize their care, and get down on their level [if they're sitting in a wheelchair] when speaking to them. We try to show them the good ways and the bad ways of providing care for elderly people.

"But the overall master plan is to get some of these students to go into geriatrics. We hope that through this game and repeated contact with us in rotations, they'll get excited about geriatrics."

Currently, 12 percent of Americans are older than 65, but that number will double to 25 percent by 2030. Yet as the population of older Americans grows, fewer young doctors are choosing to specialize in geriatrics.

"Everybody wants a specialty flashier than taking care of old people," says Pacala. "But geriatrics involves a lot more thinking and a lot more of the art and skills of medicine. You have to be able to think not only about what is going on in patients' biophysical realm, but also about their family, their community, their social supports. Geriatrics is much more of a challenge. There are fewer rules to follow."



An insistent rhythm electrifies the air as one by one the **Drummers of Burundi** come leaping forward with drums on their heads to surround a large ceremonial drum, the *inkiranya*. With skills learned from their African ancestors, the Burundi drummers display astonishing physical strength, acrobatic agility, and speed. Cosponsored with Walker Art Center, April 13, 8:00 p.m., Northrop Memorial Auditorium. Call 612-624-2345 for information.

After more than a decade of consistently outstanding recordings, compositions, and performances, **Wynton Marsalis**, trumpeter extraordinaire, has formed a new quartet, featuring Eric Reed on piano, Reuben R. Rogers on bass, Ali Muhammad-Jackson Jr. on drums, and Marsalis on trumpet. A Northrop Jazz Series Concert, April 17, 8:00 p.m., Ted Mann Concert Hall on the University's West Bank. Call 612-624-2345 for information.

The Institute of Technology (IT) and the IT Alumni

Society are hosting **IT Week** the first week of May. This year's theme is "IT in the War Years (1941-45): Setting the Stage for 50 Years of Progress." In addition to regular IT Week activities—the student-sponsored Tech Fair and other events—the University will honor IT alumni and faculty who contributed to the war effort through their service or research and will showcase technology of the period. Staff are planning reunions for the University of Minnesota Navy V-12 and Naval ROTC programs and other groups. Call Frank Robertson at 612-626-8282 for more information.

Spend a spring day on your old stomping grounds. The Dinkytown Business Association is hosting its third annual **Dinkytown Festival of the Arts**, featuring a children's bike parade, juried children's art exhibit, and food and craft vendors. May 20, 10:00 a.m. to 6:00 p.m. Artists interested in selling their work at the festival should contact Eileen Vesco at 612-378-1747 for an appli-



**J**on Nilsen, a senior majoring in studio arts on the Twin Cities campus, has been drawing cartoons since he was a child. But he never drew an editorial cartoon until the day he read that the *Minnesota Daily* was searching for a cartoonist.

"I put together a half dozen cartoons and [the editors] liked them," says Nilsen, 40. "I was a little leery as to whether or not I could come up with stuff every day, but it turned out to be as easy as falling off a log."

For the past two years, Nilsen has been drawing five cartoons a week for the *Daily* when school is in session. And last fall, he was named the nation's outstanding student editorial cartoonist and received the Mark of Excellence Award from the Society of Professional Journalists.

Nilsen says he gets most of his ideas from newspapers—the *New York Times* and *Wall Street Journal* are favorite sources—CNN and C-SPAN, radio, and the Associated Press wires. Unless there's something really big happening locally, nationally, or internationally, he tries to choose a topic of interest to the University.

"I'm on the lookout for ideas all day long," says Nilsen. "Usually there's something going on that strikes me as ridiculous."

One of his most controversial cartoons was a reference to the North American Free Trade Agreement that played on the scene from the movie *The Treasure of the Sierra Madre* in which the bandits come upon Fred C. Dobbs. Nilsen drew President Bill Clinton and paraphrased a line from the movie: "Unions. We don't need no stinking unions."

His bandit depiction was interpreted as a racial slur, which "really caused a ruckus," says Nilsen. "Of course, that wasn't my intent at all."

On the one hand, Nilsen acknowledges that a big reaction from *Daily* readers shows that he's doing his job to stir things up and get people thinking about certain issues. Then again, he says, "I feel kind of bad that there are a lot of people out there I haven't even met who really don't like me."



Jon Nilsen

▶ GOPHER FACT FILE: Public's Perception of the University of Minnesota

	Excellent	Good	Poor	Very Poor
Quality of graduate and professional programs	29%	69%	2%	
Research on quality of life	29%	67%	4%	
Quality of faculty	17%	76%	6%	1%
Attention to diversity	16%	77%	7%	
Public service and outreach	16%	76%	7%	1%
Quality of undergraduate education	15%	76%	8%	1%
Attention to customer service	10%	74%	13%	3%
Integrity of administration	10%	73%	15%	2%
Financial management	5%	61%	31%	3%
	<b>Favorable</b>	<b>Unfavorable</b>	<b>Don't Know/Other</b>	
As an educational institution	87%	9%	4%	

SOURCE: 1994 Minnesota Poll, Star Tribune





**WHO:** Gopher, the Automated Pharmacy Station.

**WHAT:** A robot that dispenses approximately 50 percent of all medications required by patients at the University of Minnesota Hospital and Clinic (UMHC). It does not provide medication that requires pharmacy mixing or refrigeration.

**WHERE:** Gopher was among the first six automated pharmacy stations placed around the country by its manufacturer to test the effectiveness of this new technology. "The company that manufactures this particular device, Automated Health Care, approached us about placing the device here since UMHC is a nationally recognized center," says Paul Abramowitz, director of the Department of Pharmaceutical Services. "Since we were a test site, we were able to get the robot at the significantly reduced cost of \$300,000, which is less than half of what it would cost to buy and install it today."

**WHEN:** Gopher has been up and running since July 1994, and is currently providing about 2,000 doses of medication each day—a 24-hour supply for each patient at UMHC. It takes Gopher roughly four hours each day to do the work of four or five pharmacy staff members. Based on payroll savings alone, Gopher will pay for itself in three to four years.

**HOW:** The device combines bar code, robotics, and computer technology to dispense exact doses of medications in tablet, liquid, or syringe form. A pharmacy technician places drawers marked with the patient's name and corresponding bar code on a conveyor belt. A scanner reads the code and Gopher interfaces with the pharmacy's computer system to learn what medication the patient requires in the next 24-hour period. Moving back and forth between two rows of metal racks, the robot picks up small plastic bags filled with medication and deposits them in the drawer. Once it's full, the drawer moves onto a small elevator, drops to another conveyor belt, and returns to a station where someone places it on a cart to be



Gopher handlers Jim Stuart (left) and Paul Abramowitz

delivered to the patient.

Gopher is operating currently at 99.8 percent accuracy or better. Less than .2 percent of the time, the robot will drop a dose and not catch its mistake. According to Pam Phelps, '87, assistant director of pharmacy for clinical services, patients won't receive a wrong drug from the robot, "they just might be missing a dose, which we will then provide."

At the end of its filling cycle, Gopher notifies its operators what drugs it has dispensed and what it needs to refill itself. A pharmacy technician places the requested medication on a rack, in no specific order, and wheels it into place. Gopher automatically picks up the refills and places them on the proper peg to use the next day. If the robot has picked up a drug that is within 30 days of expiring, it does not request a refill, thereby ensuring that it uses up all of the old drug before getting a new batch. The bar codes also indicate when a specific drug has expired, and Gopher discards that medication in a special chute.

Finally, Gopher generates a log of all events that occur each day, including how many drugs it has dropped and any other problems. The log also compiles each patient's medication history. The robot's manufacturer checks the logs every few days via modem to identify any potential problems, such as frequent drops or system crashes.

**WHY:** According to Abramowitz, the robot allows pharmacists to "spend more time working as a team with nurses, physicians, and patients to ensure optimal drug therapy, and less time preparing and dispensing medications." Gopher also reduces significantly the possibility of human error. Its chances of picking up the wrong medication or the wrong dose are one in several million, according to its manufacturer. In fact, since Gopher has been operating at UMHC, no one has detected a bar code misread, despite the extensive quality assurance procedures in place.

## ▶ SADDLE UP

The University of Minnesota is doing its part to help fight crime in Minneapolis.

Since last summer, the animal barns on the St. Paul campus have been home to the four horses used by the Minneapolis Mounted Patrol police unit, which was formed officially in April 1994 and began patrolling in August.

When Sergeant Dale Burns met with Trevor Ames, a professor in the University's Veterinary Teaching Hospitals, to ask if University veterinarians would care for the horses, Ames suggested the police stable their horses in St. Paul. "He showed me around," recalls Burns, one of three officers in the unit. "It worked out great."

In addition to providing the horses with a warm bed of straw, University staff ensure that the horses are groomed and turned



Sergeant Dale Burns and one of his equine partners

out daily for exercise by members of the University Equine Club. "Veterinary students also come over to see what a healthy horse looks like," says Burns. "The care the horses get over there is incredible."

The mounted police patrol primarily in downtown Minneapolis and, according to Burns, are a big deterrent to street crime. "We're very visible to people who are downtown shopping, as well as to those who are down there to commit crimes," says Burns. "It's

also been good for public relations. Everybody loves a horse."

The horses are transported from the campus to downtown via trailer, although once when the trailer was being repaired, the officers had to make the four-mile trip on horseback. "It was a long ride," Burns says with a wince.



**M**innesota asked first- and second-year University Medical School students to describe morale at the school ■ By Kristie McPhail



Louise Latterell,  
25, second year.

**Hometown: Morris, Minnesota**  
It's hard to separate my own personal morale from the class or school as a whole. I don't really [identify] with the school, rather with my own class. There are very few times when everyone gets together. The troubles of last year and previous years haven't affected us that much. I hear more about it from relatives [who have been] reading the paper.



Diego Preciadom,  
22, second year.

**Hometown: Panama City, Republic of Panama**  
Morale changes. Before exams, it goes down. [Students at] this medical school are not too competitive with each other. It's pretty upbeat overall. It's different because it's not cutthroat.



Brent Nielsen,  
23, second year.  
**Hometown: Sauk Rapids, Minnesota**

Our medical school is so easygoing that [morale] is not ever an issue. I don't think about it. I don't see any changes this year versus last year. Usually when you have to talk about morale, there's a problem. There are no problems here.



Michelle Essene,  
26, second year.  
**Hometown: Ann Arbor, Michigan**

We are a strong, close-knit group. The feeling is positive, and we all feel lucky to be here. The media issues haven't caused feelings to change. It doesn't affect our education at all. We went into the school knowing all the politics. We weren't disillusioned.



Tim Olson,  
24, second year.  
**Hometown: Rochester, Minnesota**

To a certain effect, faculty politics affect things. The best professor may not be given the chance to teach a class. However, our class is close and morale is high, independent of the faculty. We've also never had a "regular" dean. They've been interims.



Steve Meister,  
28, second year.  
**Hometown: Cloquet, Minnesota**

The Medical School needs some guidance and leadership. We need an authoritative figure to come up with a common goal [we can unite around]. There is a lot of infighting within departments that affects us, especially during the third and fourth years.



Melissa Miller,  
23, first year.  
**Hometown: Superior, Wisconsin**

The first-year medical class is great. We help each other and celebrate after classes. We're very close and supportive of each other. The faculty are inquisitive, but I don't feel attached to them. I got something in the mail the other day to nominate the best professor, and I couldn't think of one.



Sara Fish,  
24, first year.  
**Hometown: Minneapolis**

Morale is very high. There is not much competition between students at this school. They're pretty supportive. Most of the staff are approachable. If the student takes the time, the staff will, too.



# Legacy

At age five, she made the rounds with her father, Norman Shumway, world renowned heart surgeon and University of Minnesota alumnus. Today Sara Shumway is following in her father's footsteps at the University of Minnesota, where she heads the transplant program

By Cathy Madison

**T**HEY CALL HER BOSS MAMA, and she has a T-shirt to prove it. The shirt was an affectionate gift to surgeon Sara Shumway from her perfusionists, the technicians who help her perform heart transplants at University of Minnesota Hospital. "They are sort of her boys. There's a lot of teasing, but also a lot of respect that goes back and forth," explains Mike Petty, a nurse clinician in adult cardiovascular and thoracic surgery. "Otherwise she's all business. That's what she needs to be."

The all-business side, the relentless drive and competitive machismo that characterize the stereotypical surgeon, remain as subtle as the name embroidered on her white coat on this winter afternoon as she takes time from a hectic schedule to sprawl in the corner of a couch and talk about her life. More apparent are her green-striped Reeboks, the dance in her eyes, the quick and ready wit.

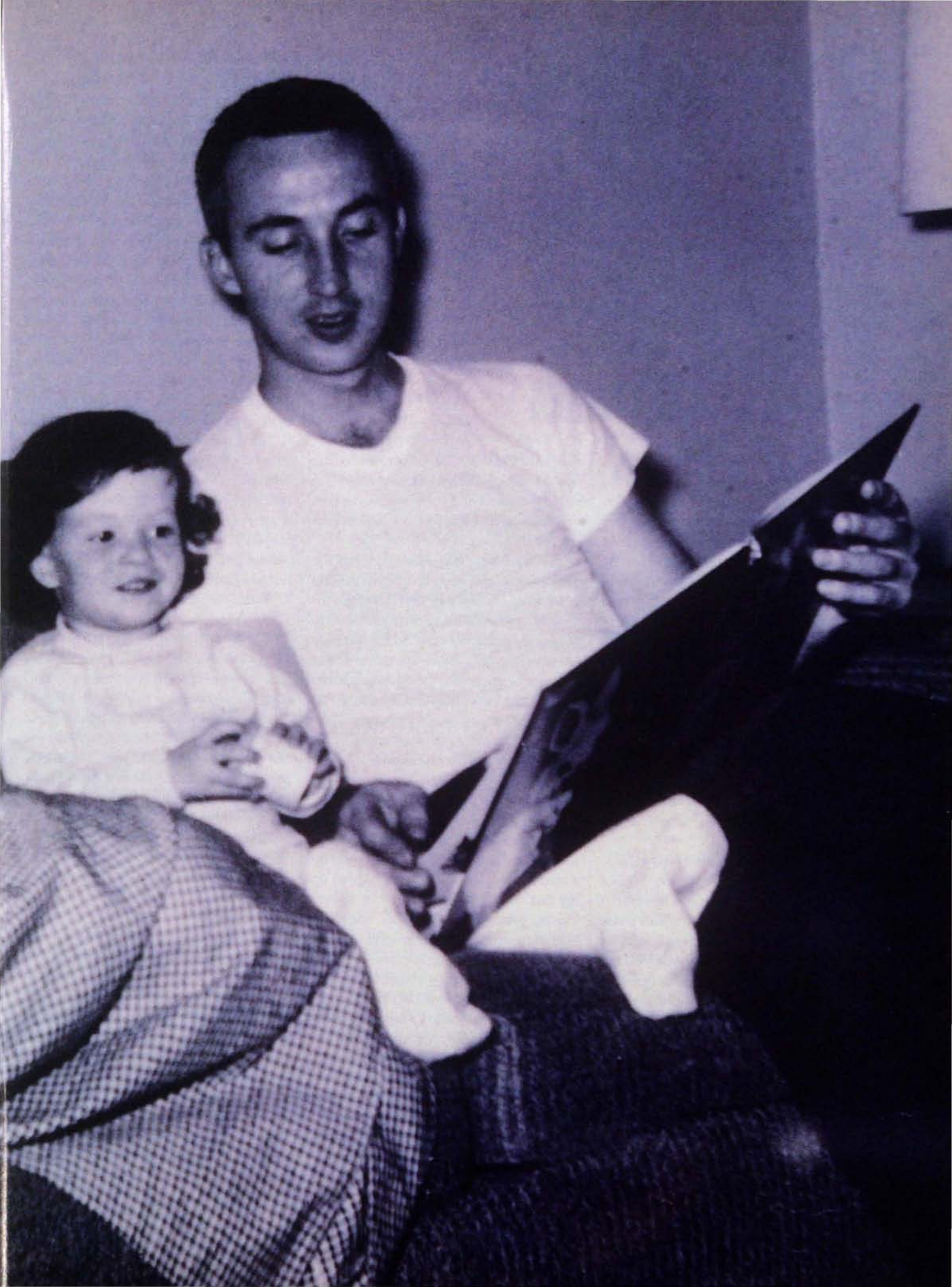
An associate professor of surgery at the University of Minnesota, Shumway is also surgical director of the heart transplant program. She did 23 heart transplants last year, but she also does everything from coronary artery bypasses to cardiac valve replacements to lung surgery—performing an average of more than 200 surgeries a year. (One year she did more than 300.)

That's not all she does, of course. She also teaches residents, conducts research, and just finished cowriting and coediting a book on transplantation. And she plays softball for the Critical Curves in the Bedpan League. According to Petty, she's true to form on the ball field as well: "She likes to be team captain, of course," he says.

**I**F SARA SHUMWAY's last name sounds familiar, it should. Her father, Dr. Norman E. Shumway, trained under C. Walton Lillehei at the University of Minnesota during the 1950s. Shumway went on to perform the first adult heart transplant in this country and headed the first heart transplant program, at Stanford University. Now 71, he is among his daughter's closest colleagues and most revered fans.

Norman Shumway was a resident under C. Walton Lillehei in the 1950s. Sara Shumway, pictured at three, joined the surgery department at the U in 1988.









“She takes very seriously her role as a role model. She sets a very good example, not only for women, but for anyone in what is quite a demanding field. Yet she still retains her humanity.”

“He hated biochemistry, too,” she says.

The oldest of four children, Sara is the only doctor offspring in the family, although her brother tolerated pre-med for three weeks. She and her father have by now amassed many shared experiences, and she frequently finds herself calling him after a difficult case. Their book, *Thoracic Transplantation*, is due out in April. They wrote 8 of the 39 chapters and divvied up editing duties on the rest.

She remembers that he was “greatly relieved” when she got into medical school and says he has always been supportive, both financially and in spirit. She seeks his advice on the nonmedical aspects of her career as well.

“He’s had to peel me off the ceiling a few times,” she says, but his advice has served her well.

His reputation hasn’t hurt her efforts, either. At Vanderbilt University School of Medicine in Nashville, she was one of few female medical students, and there were no women on the surgical staff. “I had a ready-made role model in my father,” she says. “He gave me a certain degree of credibility that I might not have had otherwise. If it weren’t for that, I think some of those Southern surgeons might have thought I would pursue surgery briefly, then do something else.”

She says she’d rather be his daughter than the daughter of any other American heart surgeon.

That she would choose to pursue “this crazy kind of thing was sort of a surprise, but not really, of course,” says Norman Shumway. “I don’t ever remember having

a serious discussion about vocations. She was a biology major, but as a child she never fooled around collecting butterflies or anything. She was too much of an athlete for that.”

He says she is very funny and has the optimistic disposition it takes to make a good surgeon lucky as well. Having studiously avoided putting extra pressure on her by watching her operate, he has seen her in action only once. That time he got a chance to sneak into the operating room incognito; she had no idea he was there.

“It was tremendously impressive,” he said, “and the highlight of my entire life. It was the most fun I’ve ever had.”

**S**ARA SHUMWAY didn’t start out lusty after a scalpel. Instead, she wielded a baseball bat. As a rambunctious fourth-grader, she wanted to play professional baseball. Gradually it dawned on her that she might be better at other things. During a stint in the Brownies, she fell in love with whittling and, in spite of some minor finger chopping, realized she wanted to make her living with her hands.

She made rounds with her father at age five or six. They visited a lab, where she met Ralphie, the first dog to survive a year with another dog’s heart. She remembers being frightened by the cages of barking dogs on all sides. She asked her father what happened to the dog who donated Ralphie’s heart. His reply?

“He just glanced upward,” she says.

The grown-up Shumway characterizes her younger self as “a very serious little person” who was a candy striper and feasted

on a television diet of *Medical Center* and *Marcus Welby, M.D.* Her father performed the historic heart transplant when she was in the ninth grade, but by that stage of adolescence, she would have nothing to do with the trail he was blazing.

“Certainly not,” she says. She even refused to take science in the tenth grade.

By her junior year, though, she found she liked biology. And her leadership skills were blossoming. She was senior class president, yearbook editor, and organizer of various activities. The summer before her senior year, she went on a backpacking trip in the Sierra Nevadas to figure out what she wanted to do with her life. She wound up playing nurse to a fellow camper with altitude sickness, and she arrived at a career solution through the process of elimination.

“I figured there were three great problems causing evil in the world: ignorance, injustice, and illness. I’d have to be a teacher, lawyer, or doctor. Well, I’m deathly afraid of public speaking, and I couldn’t be a lawyer because I’d have to defend people who were guilty. And it’s not like I could sing or dance, either.”

That left fighting illness.

**F**ROM THEN ON her path seemed clear, the next step not the mystery to her it often is to others. In college, Shumway knew she’d go to medical school. In medical school, she knew she’d go into surgery. She saved surgery for the last rotation of her third year, just in case something else might shove it aside. Nothing did. While she was training as a surgeon, she knew she was headed for a transplant team.

A high school friend was skeptical about her medical school goal, noting that she wouldn’t be done with school for another nine years.

“What I didn’t realize was that it would be seventeen years,” Shumway says.

After earning a bachelor’s degree in biological science from Stanford in 1975 and an M.D. degree from Vanderbilt in 1979, Shumway did several years of surgery residency at Vanderbilt. Before becoming a cardiothoracic surgical resident and chief resident at Johns Hopkins Hospital in Baltimore from 1985 to 1988, she spent a year researching transplant tolerance with Sir Peter Medawar, a leading immunologist, in the United Kingdom.

“I was Her Majesty’s mouse slayer,” she says.



Then it was on to the University of Minnesota in 1988. A Tennessee-trained Californian in Minnesota?

"I must have been out of my mind," she says, rolling her eyes at the thought of bulky winter clothes and other distasteful adaptations. "I guess I had to return to the scene of the crime. I must have antifreeze from my parents."

It wasn't only heritage—her father, who is from Michigan, trained here, and her mother, a nurse, hails from Erskine, Minnesota—that attracted her. Transplantation was always a strong tradition at the University of Minnesota Hospital, and the program under John Najarian was a "safe and sane" one, with excellent survival rates and referral patterns. She figured it would be a good place to establish herself.

**E**VIDENTLY, SHUMWAY chose wisely. One of her apparent fans is her boss, R. Morton "Chip" Bolman III, professor in chief of the Division of Cardiovascular and Thoracic Surgery. He characterizes her as an "excellent surgeon as well as teacher. What sets her apart is her concern for the residents and students here to learn. She takes very seriously her role as a role model. She sets a very good example, not only for women, but for anyone in what is quite a demanding field. Yet she still retains her humanity."

And her sense of humor. Her colleagues chuckle when they're asked for examples; what comes to mind and what is politic to reveal may be two different things. Petty describes her humor as "incredibly dry." Bolman calls it "unique. I guess you'd say it's self-deprecating. But she doesn't spare others, either. She just takes as well as she gives."

Shumway readily admits that a healthy laughter quotient is what has allowed her to thrive in a traditionally male field. But surgery has changed in recent years, she suggests. It has become more specialized, which means that the same surgeon is no longer able to "do all the parts from neck to groin." Pathophysiology and molecular science are playing greater roles, too, which places more emphasis on the scientist side of the person and less on the technician.

One of her current research projects involves using various peptides to prevent graft rejection in rodents. She is perhaps most excited about a cardiomyoplasty project she has conducted in collaboration with Kendra Gealow, who

received her Ph.D. degree in 1993, that involves wrapping the latissimus dorsi muscle around the heart and stimulating it to help with pacing, thereby giving the heart an extra push. Shumway says the technique may be ready for clinical application within the next year or two at the University of Minnesota.

As much as she enjoys teaching and research, though, they come in second and third. "My greatest love, without a doubt, is patient care," Shumway says. "If I couldn't do that, I wouldn't do any of it."

Clinic days often find her happy. When nurse clinician Petty asks why, she says it is because she is seeing her favorite patients "today." "But I've gone with her to clinic five weeks in a row, and she says that five weeks in a row," he says.

When she walks into the room, her patients always "light right up and smile," he adds. They like the extra care she takes, the cajoling, the craftsmanship. When Shumway had to place her surgical incision right through the middle of an elaborate tattoo on a patient's chest, she promised him an artistic redo.

"She put that tattoo back together so it looked like it hadn't been touched," Petty says. "It didn't sag on one side or the other."

**"She put that tattoo back together so it looked like it hadn't been touched. It didn't sag on one side or the other."**

It's more than art, says Shumway: "It's nice to take a nervous, scared patient with chest pain, heart failure, leaky valves, or even lung cancer, and to straighten out the situation, to make everybody feel better."

One of her many favorite patients was a boy who got a new heart in August 1993. He had hated basketball because he couldn't run. By Christmas, he was playing basketball. And when Shumway attended last year's annual summer picnic hosted by Second Chance for Life, a local heart transplant activist group, he was there playing softball.

**A**LTHOUGH she declines to go into detail about the problems that have dominated local headlines and plagued the Medical School, Shumway acknowledges the tumult. It has not been great for morale at times, she admits.

"But my morale is not all that bad. It has affected me not at all," says Shumway, who in addition to her normal duties has been busy finishing the book with her father—it took thirteen months—and has had little time to fret about politics and bad publicity. "There have been some hard times, but not necessarily hard times for me."

She says the program's reputation continues to attract top students and excellent residency candidates. And she is pleased by recent changes in her department that encourage more participation in decision making. "Morale is on the up," she concludes. "I think we will continue to see improvement."

**"I**HAD a ridiculously happy childhood," Shumway asserts. "No whining."

There's still no whining, although her twelve-hour days (an optimistic estimate) leave little time for recreation.

"I did go skiing in 1989," she offers.

Shumway likes to travel and recently visited Switzerland and England. Single and 42, she also confesses to a social life, although three recent dates were beeper-challenged. (Fridays and Mondays seem to be the biggest transplant days. Most heart transplants are performed between midnight and 2:00 a.m., which means that she gets the preparatory call about 7:30 p.m.)

She spends what spare time she has "keeping my old house alive and my car running in winter," although the latter probably isn't her thirtysomething Camaro, which she is said to baby as lovingly as others might a brand-new Porsche. She claims dead plants and no dog (no dog would have a bladder big enough). It has occurred to her that living in the country might be nice, but then she couldn't get to work in time, so she lives close in. Neither does she seem to have any regrets about devoting herself to her work.

"I'm pretty convinced this is what I am supposed to be doing with my life," she says.

And she has an entourage of healthy former patients to prove it.



# VIEW FROM THE DOCTOR'S OFFICE

Managed care competition has the state's health care companies scrambling to sign up practitioners and clinics. What does the health care revolution look like from the physician's side of the clinic?

**W**HEN DAVID L. SWANSON, '77, completed his residency in 1982, he was faced with three options: He could go into private practice, practice with a group, or join a hospital staff.

"I never even considered private practice," Swanson says. "Even back then, it involved a lot of capitalization

to get set up. And it required business expertise that I didn't have. Maybe 30 years ago, you could buy equipment, rent an office, and open up shop. Today you're faced with OSHA [Occupational Safety and Health Administration] regulations, CLIA88 [requirements for physicians who do laboratory work], and interaction with a variety of payers. I haven't heard of anyone opening a private office recently. It's become a thing of the past."

Swanson signed on with St. Paul-Ramsey Medical Center, where he had done his residency. The appeal, he says, was the opportunity to work with his former colleagues. "I had worked with those people during my residency and wanted to stay with a teaching hospital for a while," he says.

A year later, Swanson, who is board certified in both dermatology and internal medicine, left to join North Clinic, a primary care, multispecialty group of 30 physicians who practice at four locations in the Twin Cities

northern suburbs. "The practice at Ramsey wasn't growing fast enough," he says, "and I ran into something I hadn't dealt with before: bureaucracy."

North Clinic afforded Swanson a busy schedule and the opportunity to work with several people he greatly admired. He has not, however, escaped bureaucracy. Like the other 9,000-plus physicians practicing in Minnesota, he has had to deal with the emergence of a host of managed health care plans and their myriad fee reimbursement schedules and requirements.

Developed to control spiraling health care costs, managed health care plans, which include HMOs (health maintenance organizations), emphasize preventive care and utilization management. Through such plans, patients receive health care for a prepaid amount. Managed health care plans include various models. With a closed panel plan, patients can see a defined number of providers. With a point-of-service plan, they also can see providers outside the plan, but pay an extra fee to do so. Open panel plans allow patients to select a physician from a larger network of providers. Each plan has its own set of policies and must meet regulations established by the Minnesota Department of Health.

Although the goal of providing high-quality care while controlling costs is an admirable one, the struggle to reach it is causing concern about cost, control, continuity of care, and training. "Health care has turned almost on its head during the past couple years," says Ron Frank, dean of the University of Minnesota-Duluth School of Medicine, home to a nationally acclaimed family practice program. "One of the biggest changes is the effort to control costs while preserving and enhancing quality. The added requirement is that new technologies and new approaches will be scrutinized from a cost effectiveness [standpoint] as well as from the advantages they bring in the way of better health."

"It's like flying from Minneapolis to Chicago. Everyone on the plane is paying a different fare. The patients are paying different fees. It depends on what the plan has determined or negotiated with the group."

BY VICKI STAVIG □ PHOTOGRAPHS BY LARRY ROEPKE



David L. Swanson



That can create conflict. When you are in the business of dealing with what we consider our most precious possession—our health—there's almost a never ending market in improving it. At the same time, you can't have a health care system that is excessive in using resources. It will strangle the rest of the economy."

Hillary Clinton tackled the problem by proposing a health care bill that eventually was rejected. In many ways, Minnesota's health care program, MinnesotaCare, served as a prototype for her proposal. MinnesotaCare was signed into law in 1992 and established a modest subsidy program for uninsured families meeting limiting criteria. The program—funded by a 2 percent surcharge on hospitals, physicians, pharmacies, and durable medical

The University of Minnesota graduates about 230 medical students each year, including 50 transfer students from the two-year medical program on the Duluth campus. Mark Marshall, director of alumni relations for the Minnesota Medical Foundation, estimates that approximately 4,000 alumni physicians are currently living in Minnesota and that about 90 percent of them are practicing in some capacity. Another 2,000 physicians either did their residencies or had some type of training in the state, he says, and a large percentage of them also continue to live and practice in Minnesota. "Almost all of our alumni in the state are probably with a managed health care plan," says Marshall. "It's very hard to practice in Minnesota without it."



Walter Swentko

Walter Swentko directs the University's Rural Physicians Associate Program (RPAP), which encourages students to practice in small Minnesota communities. Third-year medical students are placed for nine months in Minnesota communities with populations ranging from 485 to 23,000. The students live in the community, attend staff and business meetings, meet with clinic managers, and work with third-party payers to get a firsthand look at requirements for practicing medicine in Minnesota.

Since its inception in 1971, 750 medical students have participated in the program. "Approximately 65 percent of our students return to practice in Minnesota," Swentko says. "Of those, 64 percent practice in rural areas, and the majority join small group practices."

The students encounter a profession that has become increasingly complicated.

"I'm a believer in managed health care," says Swanson, who recently retired as chair of the Quality Assurance Committee at Medica, one of the managed health care plans operating in Minnesota. "These plans efficiently take care of patients. They are working well from the patient's perspective. From a physician's perspective, doctors are moving out of

Minnesota. I think they will end up coming back, because this is happening all over the country. But right now, it's hard to recruit in Minnesota because they won't make as much money here, they'll have more hassles, more paperwork, and the quality of life isn't as strong as it used to be. Reimbursement is low here, but the quality of care is exceptional."

Reimbursement or payment to physicians in Minnesota covers a broad range. When physicians set their own fees, it's called fee for service. Some methods used by managed care plans include capitation (the physician is paid a set amount per patient per month), discounted fee for service, withholding arrangements, salary, and fee schedules.

Swanson's patients are enrolled in several different managed health care plans. As a result, his fees and reimbursements vary from patient to patient. "Our business manager handles fees and payments," he says. "If a patient were to ask me what my fee is, I honestly wouldn't know, because it varies from plan to plan."

The paperwork involved in dealing with the many plans and their reimbursement arrangements is staggering. Most doctors employ full-time business managers to sift through the maze. "It's like flying from Minneapolis to Chicago," says Richard Carlson, '72, a radiologist with Bloomington-based Suburban Radiologic Consultants and a past president of the Minnesota Medical Alumni Association. "Everyone on the plane is paying a different fare. The patients are paying different fees. It depends on what the plan has determined or negotiated with the group."

Carlson practices with a group of 42 radiologists and sees patients at five Twin Cities hospitals and various clinics. That means he and his colleagues treat patients on virtually every health plan available in Minnesota. He relies on the group's business manager to handle fees dictated by those plans and to be in touch with the plans' officials.

"We have to play the game according to the changing rules," he says. "We have 50 different fee schedules. I have no way of understanding what is going to happen. I don't know what the patient's fee

supplies—is scheduled to expand in size and scope in the coming years. Although the program currently has a surplus, state officials estimate that costs could exceed receipts by \$100 million in 1997.

Meanwhile, managed health care plans are alive and well in Minnesota. According to the Minnesota Council of HMOs, by the end of 1993, nearly 1.5 million Minnesotans were enrolled in some type of managed health care plan, which includes twelve state-licensed HMOs. The Minnesota Medical Association estimates that 30 percent of the state's total population of 4.5 million is enrolled in managed health care plans, and 60 percent of them live in the Twin Cities area, where the plans are more prevalent.



reimbursement will be; I just provide the care. Once care is provided, we submit for reimbursement and see what happens.”

Margaret MacRae, '74, is an oncologist and hematologist with Oncologic Consultants, a Twin Cities group of thirteen physicians. A past president of the Minnesota Medical Alumni Association, MacRae also is on the staffs of Fairview Southdale and Abbott-Northwestern Hospitals and is affiliated with four other hospitals.

When MacRae completed her medical training, she gave no thought to opening a private practice. The cost of doing so, combined with the prospect of being on call 24 hours a day, was less than appealing. MacRae considered a position with the Mankato State University health service, but she wanted to practice internal medicine with a focus on oncology.

“At that time, there weren't any oncological practices,” she says, “so I joined an internal medicine group in the Twin Cities and practiced oncology and hematology there for three years.” When Oncologic Consultants formed a few years later, MacRae signed on. “I am able to practice better medicine with a group,” she says, “and I like working with colleagues and consulting with them on cases. I like being part of a team.”

Because of her specialty and her affiliations with six Twin Cities hospitals, MacRae treats patients on many different health plans. Like Swanson and Carlson, she finds the various reimbursement schedules confusing and frustrating.

“As time goes on, insurance companies often pay less,” she says. “If you contract with Medica, for example, it will pay a certain amount for a new patient, but not as much as a private insurance company would. There is a ceiling, a certain amount it will pay for each drug, maybe one-third to one-half the cost. If a patient has secondary insurance, it picks up the rest of the cost. If not, the physician just writes it off as a loss.”

Unpaid fees aren't taken directly from physicians' pockets, but they do lower their profit margins. For example, says Swanson, overhead expenses might run 50 to 70 percent. “If I am getting paid 50 cents on the dollar, I'm probably losing money,



Margaret MacRae

but the office is coming out even,” he says.

Fee for service isn't quite what it appears to be, says Peggy Naas, '83, an orthopedic surgeon with Aspen Medical Group, a nonprofit, multispecialty group of about 130 health care professionals who practice at eight Twin Cities clinics.

“The illusion of fee for service is that doctors set their own fees,” she says. “The reality is that many of the fee-for-service payments are based on an insurance company's decision, which is based on a percentage of usual and customary fees. Other fees are based on a federally determined point system.

“Cosmetic surgery is one of the few remaining fee-for-service areas,” Naas says. “It remains a cash exchange between the physician and the patient. A plastic surgeon will say, ‘I will do a breast reduction operation or eyelid surgery for X dollars.’ If the patient thinks that's reasonable, she'll say, ‘OK, I'll write you a check.’”

Many doctors have mixed feelings about capitation. While it eliminates excesses such as unnecessary testing and procedures and offers payers the ability

to manage overall care costs for a group of patients, they say, it can result in less than exceptional care.

“We have observed instances where capitated care patients have received what we feel are suboptimal services under some circumstances,” says Carlson. “But in some cases, I've seen fee for service go beyond what is necessary.”

Most doctors don't let reimbursement disparities affect their treatment decisions. “I try not to let that enter my mind,” says Swanson, “but occasionally I get burned on it. I might order and perform the test and forget to get preauthorization. That might mean I don't get paid anything.”

Preauthorization of tests, treatments, and referrals—a mainstay of most managed care plans—raises the issue of con-

“Doctors don't want to come to Minnesota to practice because they'll make a better living somewhere else and have less hassle doing it.”



trol. "For doctors, the most frustrating part is they feel there is a third person in the office with them," says Frank. "That is beginning to improve, although we have a long way to go."

MacRae agrees that the competitive environment and confusing reimbursement schedules cause many doctors to leave the state to practice elsewhere. "Minnesota has good health care overall," she says. "We have well-trained and well-educated professionals, and we want to keep those people here. Doctors don't want to come to Minnesota to practice because they'll make a better living somewhere else and have less hassle doing it."

Continuity of care is yet another concern as businesses move from one health care plan to another in order to control health care costs for their employees.

"January is switching time," says Naas. That's when many businesses renew their health care contracts. If they go with a new plan, their employees must switch to doctors who are approved by the plan. Physicians, meanwhile, must transfer patient records to other doctors and get records for new patients.

Realizing how traumatic such a change can be, physicians try to accommodate their patients. That may even mean moving up operation dates for patients who don't want their surgeries performed by doctors they don't know. "And," says Naas, "we try to be gracious when a patient has just had surgery elsewhere, then finds himself on our doorstep. We try to provide high-quality and welcoming care. The challenge is to provide ongoing and coordinated service to patients."

That "switching time" also can put doctors in financial jeopardy. "If you have a contract or group of patients and the employer changes plans, that entire group of patients can be gone," says Naas. Because patient loads can change drastically from year to year, physician groups are more cautious than ever about bringing on new partners. That uncertainty can affect newly licensed doctors looking to start their practice.

Frank is optimistic about the future of American health care, but he says med-

ical education also must change to focus on broader issues, preventive medicine, and improving the health of a community of patients. "I hope this will result in a large, integrated system of hospitals, physicians, and other health care professionals all under the same plan," he says. "If we can get through this transitional stage, we'll improve the overall health of the population. The difficult part is getting from point A to point B."

Medical schools, Frank adds, must instill in their students a better understanding of communities and how disease affects them and of what it means to be responsible for a community's health. He cites AIDS as an example.

"We have a scientific understanding of what is occurring in the cell," he says, "but we need to focus on the disease's effect on the community at large. We need to have a broader approach to these kinds of illnesses. At the same time, we need to help students understand some of the mechanistic parts of some of these new health care systems. How can you improve quality and control costs and make sure you do nothing to weaken the doctor/patient relationship?"

Changes in the health care system were neither foreseen nor addressed during many doctors' training. Swanson says he had no idea when he was in medical school that the system would undergo such a transformation and that he would find himself having to deal with so many variables.

"Most doctors are very unsophisticated in the business aspects of medicine," he says. "The medical students I meet are all idealistic. They are not sophisticated in a business sense. If they were, they wouldn't go into medicine; they'd do other things with their time and money."

While Swentko and others admit that the study of medicine is so demanding it leaves little time for anything else, they concur that the business aspects of practicing medicine demand attention.

"There was no business degree given with our medical degrees," says Naas. "I didn't have a specific course in business. What I had was an education within a community with very high medical stan-

dards. I trained at a variety of hospitals here for my residency, which had a long-term effect on my expectations about the care I provide. In Minnesota, our standards are high, our expectations of ourselves are high."

The general consensus among both doctors and the public, however, is that reform is necessary. What reform might entail is open to debate.

Carlson urges reform that addresses access to health care. "A large number of people have no health insurance, so access to health care is restricted because of the huge cost barriers that exist," he says. "Those people are frozen out of the health care system."

Cassius Ellis, '70, is a Twin Cities surgeon in private practice. He also is director of surgical education at North Memorial Medical Center and is a clinical professor of surgery at the University. Ellis says his wish list would include health care coverage for everyone "from the cradle to the grave," no exclusion of preexisting conditions, and freedom of choice for patients in selecting doctors.

"And," he says, "I think everyone should pay for it. Let's be honest; there is no free lunch. I also would get rid of the bureaucracy, standardize insurance forms, and educate patients on what they are getting and not getting for their money."

Carlson is concerned that the turmoil in the health care system will have a negative impact on the ability of medical schools to train high-quality health care professionals. "Everyone right now is running for cover or guarding their flanks," he says. "We need governmental input of some kind to ensure the continuing integrity of these [teaching] centers, or health care delivery will be significantly damaged in the decades to come."

What the future holds for health care in America is anybody's guess. It's a sure bet, however, that more change is in store. In Minnesota, managed health care will be a part of the forecast.

"Managed health care works," says Swanson. "If I were anywhere in the country and needed something done medically, I'd come to Minnesota. We have the highest care at the lowest price."



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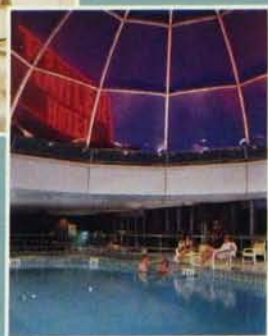


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# HATS OFF TO ROCHESTER

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An inside look at the “best small city in America” and the University of Minnesota alumni who help make it work

By Teresa Scalzo ■ Photographs by Dan Vogel

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**IN** 1993 *Money* magazine chose Rochester, Minnesota, as the best place to live in the United States, citing the city's 61 parks covering more than 2,500 acres, six eighteen-hole public golf courses (“More golf per capita than any U.S. city,” claims one resident), 30 miles of bike trails, and three swimming pools. ☞ Maybe that doesn't sound too unusual in water-, park-, and outdoor recreation-rich Minnesota, but to the rest of the country, it rings like pure nirvana. As a follow-up, *Money's* editors voted Rochester the best small city in America in 1994 and the *second*-best city out of 300 ranked (Raleigh/Durham/Chapel Hill, North Carolina, stole Rochester's number-one spot overall). ☞ Most residents shrug indifferently at the news that *Money* has placed Rochester at the top of its list again. They know that Rochester is a great place to live, work, and raise a family. The University of Minnesota Alumni Association (UMAA) wasn't surprised, either. Rochester also boasts one of the UMAA's most successful alumni chapters: the Rochester Area Alumni and Friends of the University of Minnesota. Just last year, the



UMAA gave outgoing Rochester chapter president Ardell Brede its Outstanding Friend Award. And at a recent meeting of the UMAA National Board, president Larry Laukka had this to say: “There's Minnesota. There's Greater Minnesota. And then there's Rochester.” ☞ *Minnesota* decided to honor Rochester with the first in a series of special sections on Minnesota communities where

University of Minnesota alumni are making a difference. We looked at the areas in which Rochester excels and talked with some University of Minnesota alumni who have helped make the city a mecca for health care, education, employment, and economic growth. ☞ We began at the city hall office of Stevan Kvenvold, '66, who has served as Rochester's city administrator for the past fifteen years and was assistant city administrator for nine years before that. “Rochester is a nice mix between small town and big town,” he says. “There's some progressive thinking and new ideas, so we don't have the problems that might be associated with strictly a small-town setting, yet we're not in a big urban setting with the problems associated with that.” ☞ And what is the sole best thing about

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Rochester? "Weather," deadpans Kvenvold. OK, Rochester's weather received the second-lowest rating of *Money's* top ten cities, just above Sioux Falls, South Dakota. Here's where the city fares better:

#### EDUCATION

Rochester has the highest high school graduation rate in the country—104.2 percent. Right, more than 100 percent. The number is based on the percentage of ninth graders who finish high school, and recent émigrés have boosted the size of the senior class. Residents say each of the city's three high schools—Mayo, John Marshall, and Lourdes—are outstanding in academics and athletics.

Eighty percent of Rochester's high school graduates go on to some kind of postsecondary education. With the 1992 inauguration of the University of Minnesota Rochester Center on the Rochester Community College campus, they can earn an associate of arts degree from the community college, a bachelor's degree from Winona State University or the University of Minnesota Program for Individualized Learning, and a master's degree from the University of Minnesota—without ever leaving the campus.

#### EMPLOYMENT

Although the Mayo Clinic and IBM have cut back on their workforces in recent years, they are still the area's two largest employers with more than 18,000 employees between them, and Rochester's unemployment rate remains a low 3.3 percent. The area's other top employers—Saint Marys and Methodist Hospitals (6,000 employees), Rochester School District (1,600), and Olmsted County government (1,000)—contribute to the high percentage of well-educated professionals in Rochester. For some people, this explains why the city has maintained the high quality of life for which it

is known. "Rochester's business leaders are more involved in the community and are more giving of time and materials than [those in] any other city I've ever lived in," says Dick Landwehr, general manager of Rochester's Apache Mall. "They see the merit of getting involved in the community and the value of looking at the big picture."

#### POPULATION

In communities of similar size (about 110,000) in neighboring North Dakota, South Dakota, Iowa, and Wisconsin,

to live in a viable city . . . and you can't blame them for that. But for many, there is an adjustment period"—in part because of Rochester's predominantly white, Christian population.

Cynthia Daube, who has lived in Rochester for 25 years, welcomes the change. Diversity "helps create more of a cosmopolitan atmosphere and brings more interesting ideas to the community," she says. "We weren't living in the real world before. Let's face it, America is not going to be predominantly white very much longer, so we might as well get used to it and learn to deal with it."

#### LOW CRIME RATE

Rochester has the nation's eleventh-lowest violent-crime

into the army during the Civil War, quality health care and Rochester have been synonymous. Today the Mayo Clinic and its two hospitals, Saint Marys and Rochester Methodist, make up the Mayo Medical Center, the world's largest private medical center. Ask almost any Rochester resident the best thing about living in Rochester, and most will say, without hesitating, "easy access to Mayo."

#### ECONOMIC GROWTH

Under construction in Rochester are a new city hall, library, and fire station—all financed by a half-cent increase in the sales tax. The city is also building a new municipal parking ramp, extending its skyway system to the civic center and new government center, and continuing its efforts to revitalize downtown Rochester.

"During the 1970s, all of our downtown retail vacated [in favor of indoor shopping malls]," says Kvenvold. "We are fortunate to still have the main Mayo Clinic downtown, which employs about 10,000 people, so we maintained a people flow. We've had some success in renovating downtown with a new, more vibrant look. It's been critical for us because downtown makes up about 10 percent of the county's entire tax base, and it benefits all of us to keep that property tax engine cooking."

#### PEOPLE POWER

But what are new buildings, great schools, and stable industry without people? Most of the Rochesterites *Minnesota* talked to for this section said it is the people—a "friendliness on the streets," according to longtime resident Laverne Orwoll—that make Rochester the best city in the United States.

Meet four people, all University of Minnesota alumni, who have helped make Rochester an award-winning city.



STEVAN KVENVOLD

population has remained constant or declined over the past ten years, while Rochester has experienced steady growth. Until recently, most newcomers have been professionals in industry or health care, but Rochester is seeing a new trend among its immigrants: people of color who move to the city without a job waiting for them. "They come looking for opportunities," says Kvenvold. "Some people move from inner cities to get their kids out of heavy crime areas. They want

rate, according to the FBI. "Like everybody else, we are subject to increasing fears about people's personal safety," says Kvenvold, "even if it's not particularly an issue here. Some of our violent crime [statistics] have gone down, but you wouldn't know it because crime is a topic of conversation all the time. People see more police as an answer to that."

#### HEALTH CARE

Since William Worrall Mayo came to Rochester in 1863 to examine men being inducted



# The Adventure Track

George Gibbs's résumé reads like an adventure novel: polar explorer, sailor, navy recruiter, IBM executive, small business entrepreneur, and community volunteer

The offices of Technical Career Placement are in a nondescript office building just off Highway 52 in Rochester, with no sign of the exotic past of the business's owner, George Gibbs.

In 1939, when Gibbs was 22 years old and had just completed his fourth year of service in the navy, he heard that Admiral Richard E. Byrd was looking for volunteers to accompany a team of geologists and biologists on Byrd's third expedition to Antarctica. Gibbs was one of 2,000 enlisted men who volunteered and one of 40 handpicked by the navy to make the trip; he never learned what criteria the navy used.

"It was fantastic," says Gibbs of the voyage. "We had a ship that was 66 years old, a sailing vessel from Dunby, Scotland—the USS *Bear*. In the Antarctic, the temperature is 70 to 80 degrees below zero with the wind sometimes 150 to 200 miles per hour. I had no idea what I was getting into when I volunteered. We had special civilian clothing—all wool—that was made in Philadelphia. Each person was issued eight sets of clothes and a pair of sunglasses because of the tremendous brightness of the Antarctic. We were there during the six-month period of constant daylight. We established a base in Victoria Land and reached a position farther south than any ship had ever been in the history of exploration."

The expedition lasted 22 months, with the crew return-

ing to pick up the scientists they'd left in Antarctica on the first leg of the trip. But the ice hadn't thawed enough for the ship to reach the base on its return, so with the ocean threatening to freeze up and trap the *Bear* completely, the crew faced some frantic moments trying to rescue the men. Eventually, they transported everyone to the ship by plane, but not before it was surrounded by ice. The *Bear* man-

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"In the Antarctic, the temperature is 70 to 80 degrees below zero with the wind sometimes 150 to 200 miles per hour. I had no idea what I was getting into when I volunteered."

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aged to plow its way through the ice and returned to the United States intact.

Not long after returning from his Antarctic expedition, Gibbs was assigned to the USS *Atlanta* (an anti-aircraft carrier and the first ship of its kind in the American fleet) and sent to the South Pacific to protect aircraft carriers in skirmishes with the Japanese. Before his stint in the war ended, Gibbs was in five major engagements, including the invasion of Guadalcanal, the Battle of Mid-

way (considered to be the turning point of the war), and the third Battle of Savo Island. In that battle, the *Atlanta* took 49 shells and one torpedo before sinking. The marines rescued the crew and took them to Guadalcanal, which the Japanese were trying to retake. Gibbs remembers being in a foxhole with Japanese planes flying overhead, bombing the island. "That was a different kind of experience," he says. Gibbs was

ter 1960. His first hurdle was finding housing for his wife, Joyce, and their two young children. Gibbs was turned away by landlords in southeast Minneapolis, presumably because he is African American. A University housing employee heard of his plight and promised to help. No sooner had Gibbs paid a month's rent at a settlement house in north Minneapolis than the University staff member called to say she had an opening in the University-owned Quonset huts.

Although he was now 46 years old, Gibbs participated in many civil rights protests on campus, including a sit-in at a Woolworth dime store that drew national attention. He served as mayor of his student



GEORGE GIBBS

not injured in the war, though he did contract malaria on the island.

After the war, Gibbs worked as a naval recruiter in Buffalo, New York, until he retired from the navy in 1959. On the advice of a navy buddy, Gibbs, a native of Jacksonville, Florida, enrolled at the University of Minnesota in winter quar-

housing community and was awarded the Ski U Mah Award for community service to the University.

After graduating in 1963 with a bachelor's degree in education, Gibbs received several job offers from state hospitals and settlement houses out east, and from IBM in Rochester. Considering his



age, Gibbs figured he'd fare better financially if he accepted the job as an administrative recruiter with IBM. Also, many eastern cities were still segregated, and Gibbs didn't want to return with his family to those circumstances.

Gibbs worked for IBM for the next eighteen years, eventually becoming international assignment representative. After retiring from IBM in 1982, Gibbs founded Technical Career Placement, an employment agency based in Rochester.

In addition to his three successful careers, Gibbs is a committed volunteer. He has been active on the Mayor's Committee for Redevelopment in downtown Rochester, the Red Cross, Kiwanis, the Rochester and Minnesota chapters of the NAACP, and the national board of the University of Minnesota Alumni Association and as president of its Rochester chapter. His latest endeavor is the National Association of African Americans, a new organization based in Minnesota that is committed to providing tutors for kids in inner-city schools and financial support for entrepreneurs.

Gibbs has no plans to leave Rochester—except temporarily, perhaps, when he embarks on a speaking tour to promote the book he plans to write about his adventures as an Antarctic explorer, a World War II gunner in the South Pacific, a civil rights organizer and protester, and a tireless civic booster for Rochester and Minnesota.

## The Next Generation

For Aristides "Steve" Kereakos, son of Greek immigrants, Gopher football champ, and Coach of the Year, education is for a lifetime

**T**he day before Aristides "Steve" Kereakos played in the 1960 Rose Bowl with the Minnesota Gophers, he was shining shoes in his father's shoe repair shop in Rochester.

"My mom and dad are immigrants from Greece," says Kereakos. "My dad was a shoe repair man and a hat blocker and a dry cleaner. And to this day, I keep the machines and fix shoes. I'll do that until the day I take my last breath. I love it. I guess people always say you thank your parents more than anything. They were hard-working people, and growing up [with] a good work ethic like that, I would have been very happy just to stay in shoe repair. But the year I decided to go out for football in the eleventh grade, it changed my life completely."

In high school, Kereakos and his older brother, George, had to alternate sports so that one brother could work in the shoe shop. George had dibs on football and baseball; Steve played basketball. After George graduated, Steve went out for football for the first time. He was a natural on the gridiron, and he won a football scholarship to the University of Minnesota in 1958.

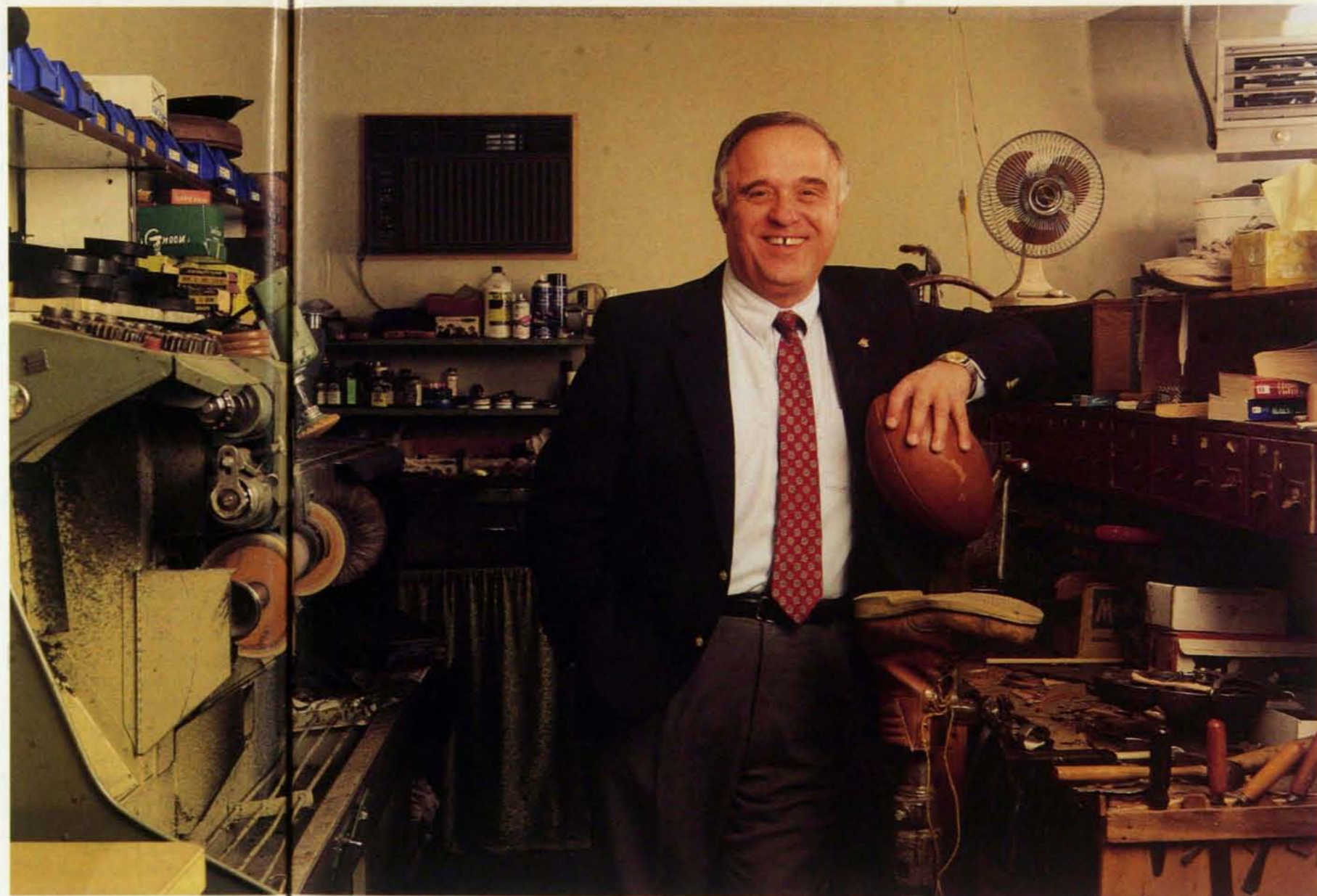
Kereakos played tackle for Coach Murray Warmath for three years, including the stellar 1960 and 1961 seasons. The

1960 team was first in the Big Ten and national champions but lost at the Rose Bowl to Washington 17-7. The following year, the Gophers were second in the Big Ten, went to the Rose Bowl again, and defeated UCLA 21-3.

Although Kereakos says he did not "pay the price in the classroom" in high school and during his first couple of years at the University, he woke up during his junior year when Gerald Fitzgerald, a lecturer in the physical education department, told him, "Perform in the classroom like you do on the field and you'll be a success in life."

"I firmly believe if it had not been for him, I would not have completed my degree," says Kereakos, who received a bachelor's degree in parks and recreation in 1965, following a stint in the army.

Kereakos went on to get a master's degree in health and physical education at Winona State University. He worked at Rochester State Hospital from 1966 until the Minnesota Legislature closed the facility in 1981, eventually becoming its director of rehabilitation services. But Kereakos was not without a job when the hospital closed. In 1968 he had begun working at Rochester Community College as an assistant football coach, and later as a part-time instructor



"STEVE" KEREAKOS

in recreation. In 1984 he was named head football coach and in 1990 he became director of student life, the position he now holds.

His record as a coach is an enviable 185-49-3. In 27 years, his team has been divisional or playoff representatives seventeen times, has won six state championships, and has been to seven bowl games and won three. Kereakos has been named Coach of the Year three times by the Minnesota Community College Conference (including 1993 and 1994) and for the past two years by the

**"M**y dad was a shoe repair man and a hat blocker and a dry cleaner. And to this day, I keep the machines and fix shoes. I'll do that until the day I take my last breath."

National Junior College Athletic Association.

Yet ask Kereakos about his success as a coach, and he'll shrug it off with characteristic humility. "I look at it as a hobby," he says. "I see myself in so many of the young people who come out for our football team. In today's world, I would probably be a Proposition 48 student [a special provision allowing student athletes with low admissions test scores access to a college providing they maintain a certain grade point average] and I would have been lost. So community

college gives people who have that profile a chance to straighten out the academic aspect of their life, and if they do a good job on the field, an opportunity to go and play somewhere else. If not, so what? They got the foundation that they need for the rest of their life. And I guess that's what I thank football for more than anything. It gave me an opportunity to get an education."





CYNTHIA DAUBE

## Baking History

When she's not running her successful bakeries, Cynthia Daube puts her knowledge of food history to work

**O**n a narrow brick street behind the art deco grandeur of Rochester's city hall sits Daube's Bakery, a quaint shop tucked among antique malls, an art framer, and Wong's, a Chinese restaurant with a sign declaring it a Rochester tradition since 1952.

When the shop's proprietor, Cynthia Daube, moved to Rochester with her physician husband in 1969, she could not find the bakery products to which she had grown accustomed growing up in a Polish neighborhood in Detroit. "We had a bakery culture," she says, "with bakeries about every second or third block, and they were all doing business."

So Daube did her own baking, creating delectable breads

and fancy desserts for her family and friends. In 1987, after years of thinking about opening her own bakery, she finally made the leap.

"For a small city, we have people who visit from virtually all the major capitals in the world," says Daube. "And we have an interesting conglomeration of people who live and work here. Many are from European or South American cities. Many are from major cities in this country. And before I opened my shop, you couldn't buy a cheesecake in Rochester. You couldn't buy an authentic baguette. You couldn't buy anything that felt firmer than Wonder bread."

Daube's Bakery was an instant success. She quickly outgrew her first shop, and



eighteen months later she opened a second—the bakery and restaurant behind city hall. Four years later, she moved her first shop to a bigger location and added a deli and an ever-expanding line of groceries. Still, Daube couldn't meet the demand at the downtown shop, so she opened another shop on the mezzanine of a nearby office building. It turned out to be too far from the downtown hub, so she moved that shop to the pedestrian subway between the Kahler Hotel and the Mayo Medical Center.

**F**or a small city, we have people who visit from virtually all the major capitals in the world. And we have an interesting conglomeration of people who live and work here."

"I've built five shops in six years and closed two," says Daube. "In other words, I made a lot of mistakes in siting that were extremely costly and I'm paying for it. But we do, with the three shops, about a million dollars worth of business a year."

It's obvious from her success that Daube is a talented cook and baker, but she's served the community in other ways as well. In 1991 she was awarded the Rochester Chamber of Commerce's Athena Award, which honors a businesswoman for her support and promotion of other women.

She is also a student of food history. That interest was piqued when she agreed to host a medieval dinner at her church in 1975. She researched the

menu extensively before settling on marrow ("We didn't tell anyone") and fruit tarts, salmon, meatballs covered with a sauce made from egg yolks and honey, and beer bread. The dinner was so successful that it's been restaged every two or three years since, and Daube decided to continue her studies formally at the University of Minnesota, earning a bachelor's degree in food history in 1985.

"It's really an interesting way to look at history," she says. "Social history is not studied much, and food is such an important part of that. Everyone has food traditions. Every family has a microculture in food."

Daube is still learning. She recently spent months perfecting her own seed culture to make an authentic sourdough bread, and she will talk at length on the science of making bread: consistent room temperature, pH, the perfect amount of yeast, and her personal struggle between using organic flour with a high ova population and flour treated with bromides. "I figure you're really picking your poison," she says.

It's hard to think even remotely of anything in Daube's Bakery as poison. On a recent day in her Third Street shop, Bob Dylan wailed from speakers hanging on the brick wall, the espresso machine hissed in the background, and smells of homemade soups, pizzas, and sandwiches competed with the visual tantalization of row after row of scrumptious cookies, carrot cakes, cheese-cakes, breads, and pastries.

Daube's Bakery: a Rochester tradition since 1987.

## The Call to Saint Marys

Sister Generose Gervais has followed a path from the family Minnesota farm to the Sisters of St. Francis to dietitian to administrator of one of the nation's most prestigious hospitals

**S**ister Generose Gervais knew as a young child that she wanted to enter the religious life. The third oldest of seven children, Gervais grew up on a farm in Currie, Minnesota, in the dust bowl days. The dust blew so hard that she couldn't see across the yard; her mother stuffed strips of rags into the windows in a futile effort to keep the dirt out of the house.

"God knows enough came in anyway," she recalls. "My parents grew corn, oats, barley, and wheat. Daddy bought his first tractor the summer I went into the convent—1938. Before that everything was done with horses. One whole summer I worked in the field because they couldn't afford to hire a man. But that wasn't bad. I got to rest after lunch. My father got his hand in a corn picker when I was nine. He lost all of his fingers and most of his thumb. So my sister and I did the muck and my brother did chores and we made it. They were tough years."

The hard work Gervais did on the farm prepared her for a life of dutiful service to God with the Sisters of St. Francis in Rochester, even if things didn't turn out exactly as she might have predicted.

"When I was a novice, I said [I hoped] I never had to work at a hospital," says Gervais. "I think that was because my sister was a surgical nurse, and I just couldn't imagine cutting people's heads open and that kind of thing."

Gervais taught elementary

school in Winona, Minnesota, and Chicago, then in 1945 earned a bachelor's degree in home economics at Stout State University (now the University of Wisconsin-Stout). Although she had planned to teach home economics, she obliged her mother superior, who suggested that Gervais return to school to become a dietitian. "I didn't know what a dietitian did, but if she needed one, I was willing to try," she says.

While Gervais was still a dietetic intern at Saint Marys Hospital, Sister Domitilla, then director of education at Saint Marys, asked Gervais if she would serve as director of the hospital's school of practical nursing. "I said I didn't know how to be the director when I wasn't a nurse," says Gervais. "I guess she thought that was a good enough reason." So Gervais became codirector with Rose Peterka, an alumna of Saint Marys School of Nursing. At the same time, Gervais served as administrative dietitian at Saint Marys and organized the food service at a hospital in Ohio.

But another major career change was in the works. In 1952, Gervais entered the master's program in hospital administration at the Twin Cities campus of the University of Minnesota. John Hamilton, a noted instructor in the School of Public Health, left a lasting impression on Gervais.

"Anyone who had Mr. Hamilton would remember him," she says. "He was a strong character and he expected you



to work. I remember one time he made my day. He said he always liked to have at least one woman in the class, and preferably a nun, because they had a refining effect on the men. Being in class around men didn't bother me because anywhere I was working, I had to work with men. I never thought I was an outcast or looked down on as inferior or dumb or anything else bad. I think they always respected me as a woman and as a sister. I didn't expect any privileges because I was a woman and I didn't get any."

After earning a master's degree in 1954, Gervais became assistant administrator at Saint Marys Hospital and, in 1971, succeeded Sister Mary Brigh Cassidy as hospital administrator. As it turned out, Gervais would be the last sister to serve as administrator of the now world famous hospital that the Sisters of St. Francis built more than a hundred years ago.

Gervais can recite from memory the history of Saint Marys Hospital, beginning when the bishop of St. Paul suggested to Mother Alfred in the 1880s that the sisters build a hospital because none existed south of the Twin Cities.

"Mother Alfred knew nothing about hospitals, so she went to Dr. Will Mayo and asked him, and he said, 'No. Hospitals cost too much money. Where would the money come from? Where would the patients come from?' Rochester was a small ferry town. He ended by saying that patients go to the hospital only to die. And it was true. So no hospital was built.

"After the tornado in 1883, the sisters assisted Dr. Mayo in caring for the wounded. And after [their patients] were all healed and returned home, the sisters decided that they should have built a hospital. They went back to Dr. Mayo and his answer was the same. They said, 'Well, if the sisters raise

the money for the hospital, will you take care of the patients?' For some unrecorded reason, he agreed, probably thinking they would never raise the money. So Mother Alfred said

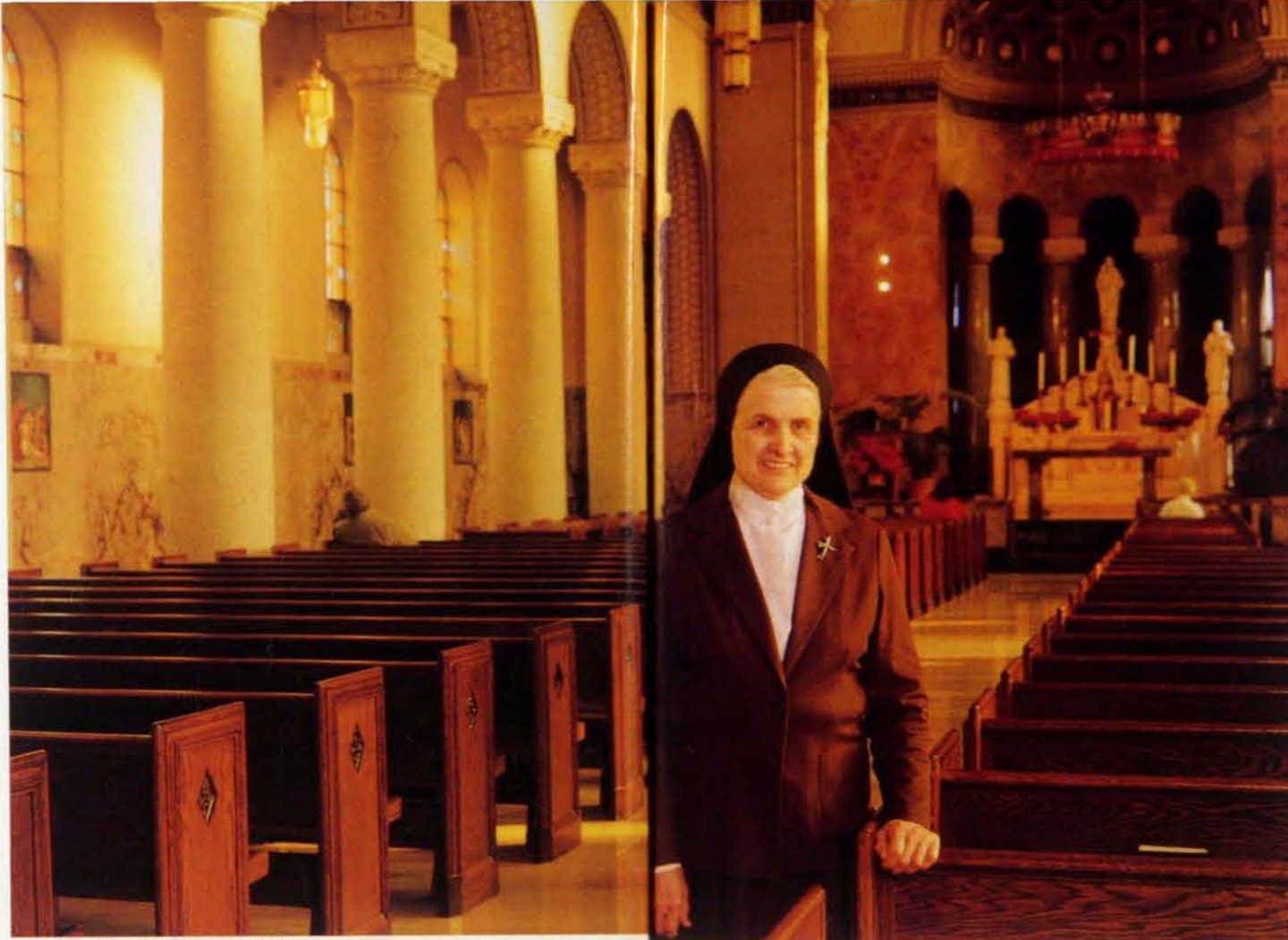
**"A**nyone who had Mr. Hamilton would remember him. He was a strong character and he expected you to work. He said he always liked to have at least one woman in the class, and preferably a nun, because they had a refining effect on the men."

to him, 'How much money do you want?' And he said, 'Forty thousand.' She said, 'That much and more will be set before you at once. Proceed with the plans. With our faith it will succeed.'

"Well, they didn't have it at once. They worked for four years. They gave music lessons and [turned over the] gifts they received from their families. The sisters sold their knitting, crocheting, embroidery work, whatever they could do to earn the money.

"The hospital opened on September 30, 1889, with 27 beds, one operating room, and a chapel. Lest you think that patients rushed to the hospital, the doctors often had to cajole them to go. Believe me, people knew patients at a hospital usually died.

"But why did patients come? I believe patients came because the hospital [was built] at a unique time in history when asepsis technique was



SISTER GENEROSE GERVAIS

being developed. Dr. Mayo himself often went to Europe just to look at what was going on in medicine. He had a speaking acquaintance with [Joseph] Lister and [Louis] Pasteur, and he brought back [Lister's] theory of asepsis technique when the hospital was about half built. His two sons [Drs. William and Charles Mayo] were very excited about having a place to practice this new technique, although Mayo himself was not enthralled with that wet, messy procedure.

"[The technique] involved some kind of antiseptic sprayed on top of everything to kill germs. For the first operation, the sisters got up at 2:00 a.m. to get everything ready, and they used the asepsis technique the best way they knew how, and the only thing it says in the records is the patient did not get an infection; he got well

and went home. And that was unusual."

In 1981, Gervais was named executive director of Saint Marys Hospital, a position she held until her retirement in 1985. Since then, she has served as consultant to Saint Marys and as president of the Poverello Foundation, which provides funds to patients who need assistance with their hospital bills.

She has also served on the board of directors of the Federal Reserve Bank of Minneapolis, the Rochester Chamber of Commerce, and the First National Bank of Rochester. She received the Alumni Distinguished Service Award from the University of Minnesota in 1980, and a similar award from the University of Wisconsin-Stout in 1978.

On June 11, 1993, Saint Marys Hospital dedicated the Sister Generose Gervais Build-

ing, which houses the drug and alcohol treatment, child and adolescent psychiatry, and adult psychiatry facilities.

Yet ask Gervais which honor she is proudest of, and she points without hesitating to the *Pro Ecclesiae et Pontifice* medal she received from Pope John Paul II when she retired as hospital administrator in 1985.

"I expect they'll be disappointed I didn't say 'naming the Generose Building after me,'" says Gervais. "I didn't really think they should have named that building after me. Why would they? Well, it's a good honor, but it is also humbling because you can't do it all yourself. Somebody has to help."

Despite her success, Gervais has not forgotten the skills she learned on the farm. Colleagues say it was not unusual for her to work twelve-hour days as administrator, and then

## An Alumni Guide to Rochester

Rochester is a great community because of the generosity and cooperation of its people. People are very supportive, from a volunteer and financial standpoint, of any person or project that is in need.

Joseph Gibilisco, '51 D.D.S.  
Mayo Clinic emeritus staff

Rochester's favorable rankings in the criteria mentioned in *Money* magazine result, in part, from the high standards established for the community years ago by the Doctors Mayo and from the determination of the citizens in [subsequent] generations to maintain those high standards.

Richard L. Hexum Sr.  
Retired real estate and land developer

The school system and youth programs in Rochester are very diverse and offer many opportunities for my two sons, ages seven and three. Rochester's park and recreation programs, as well as its community education classes, are top notch. My family is active in both and we couldn't imagine life without them.

Charles Withers, '49  
Former owner and editor,  
Rochester Post-Bulletin

There is a slogan that describes another middle-sized town as the "biggest little city in the U.S." Because of Mayo Clinic and IBM's international involvement, Rochester should then qualify as the "biggest little city in the world." Rochester is a community without city limits or border. Living here allows us to enjoy all of southeastern Minnesota with its

scenic forests, river bluffs, and challenging trout streams. Those of us who live here knew we were number one long before *Money* magazine [gave us] that recognition.

William A. Fitzgerald, '58  
Secretary/treasurer,  
Rochester Sand & Gravel

As a native of Rochester and having lived here my entire life, I can attest to the fact that [if you show] some initiative and hard work, people of Rochester will help you to be successful. They are most gracious and understanding.

John L. Schmidt, '82  
Client intake specialist,  
Mayo Clinic

Rochester's ranking as one of America's best places to live has been achieved, in part, by a broad-based community support of education. A coalition of business, government, and citizen leaders constitute the Greater Rochester Area University Center (GRAUC), which promotes growth and expansion of quality higher education programming to meet the changing needs in southeastern Minnesota. GRAUC works collaboratively with the eight higher education provider institutions, including the University of Minnesota, now offering more than 150 educational programs in Rochester. This partnership of citizens and education providers is a model for the efficient and effective delivery of higher education. I believe it is unique and successful, and it contributes to the overall high quality of life in Rochester.

Donald M. Sudor, '53  
Retired executive, IBM

Rochester is a vibrant city with



most of the advantages of a metropolitan center in a small-town setting. It's a sophisticated, cosmopolitan community of friendly citizens who like to work together to make [the city] better. We avoid the hustle of a larger community and yet enjoy the opportunities that the economic, cultural, recreational, and educational climate provides here.

Mark "Jerry" Brataas, '47  
Retired administrator, Mayo Clinic

There is ample opportunity in Rochester for people to be active in many activities, including theater, music, sports, charitable groups, and churches. Many of the people I work with in these activities become extended family. I think that happens more in a community the size of Rochester. The business community is continuing its efforts to diversify the area's economic base so it is less dependent on Mayo Medical Center and IBM. As I get older, I wish only that it didn't get so cold in Rochester in the winter!

Arnie Bigbee, '65  
Administrator,  
Mayo Continuing Education

From a business standpoint, the economy seems to grow between 1 and 3 percent a year, and only declines at those same numbers. There's not a lot of volatility. For somebody who likes the conservative approach—and Rochester is known for its conservatism—that's good.

Dick Landwehr, '69  
General manager, Apache Mall

Money magazine might think Rochester is a great place to be because of what we don't have. We don't have a lot of poverty. It's there, but it's terribly well hidden. We haven't had serious problems with gangs and fear. There are many people who still don't lock their houses or cars.

Cynthia Daube, '85  
Owner, Daube's Bakery

This may sound corny, but Rochester is in my blood. It's my hometown in my home state in a great country.

Aristides Steve Kereakos, '65  
Director of Student Life,  
Rochester Community College

My family was one of the first Afro-American IBM families who came to Rochester, and there were problems with housing. There were even some restaurants that wouldn't serve us. Even today, my wife and I are [among] the few Afro-Americans in our church. But we've been here so long [since 1963], we have many friends. Oh, we still run into people who, just because we're black, won't accept us, but I think the community has improved tremendously. We're addressing our problems. It is still a very desirable place to live.

George Gibbs, '63  
Owner,  
Technical Career Placement

Each year, a new cadre of national and international students comes to Rochester to study at the Mayo Clinic, IBM, and the Rochester University Center. These capable individuals bring an interesting diversity to our community. Rochester has a reputation as a friendly city, which I attribute, in large part, to our warm and caring paramedical people.

Norman G. Hepper, '54 M.D.  
Mayo Clinic emeritus staff

Rochester and its people have good values [and] a strong work ethic. The population, in general, is well-educated. We have three great high schools, both academically and athletically. We have [easy access] to the best medical care in the world—Mayo Medical Center. Visitors to the city from around the world give it a cosmopolitan atmosphere. The city is clean and well-maintained, [and leaders have a] "can do" attitude. We have an active arts community. We have many

recreational opportunities—it's said we have more holes of golf per capita than any city in the United States. Rush hour is "rush quarter-hour" in Rochester. An active University of Minnesota Alumni and Friends chapter is another reason Rochester is number one!

Ardell Brede  
Service quality training manager,  
Finance department,  
Mayo Medical Center

In the early days, Dr. Will [Mayo] asked the people of Rochester if they would open their homes to the patients' relatives. And I think that made the people caring and concerned about the patients because they had their relatives [living with them]. If the relatives were called because a patient was critical or dying, it was not uncommon for the people to come with the patients' relatives so that they wouldn't have to come alone.

Sister Generose Gervais, '54  
Retired administrator,  
Saint Marys Hospital

Rochester has excellent medical facilities, good shopping, very good fire and police protection, low crime rate, many fine parks and recreation outlets, and a lot of opportunities usually found only in much larger communities. It has an excellent education system from kindergarden through graduate school. It is a great place to raise children, work, and retire.

Richard M. Clugston  
Associate administrator,  
University of Minnesota  
Rochester Center

Rochester is a good place to live because it has the characteristics of many Midwestern cities: friendliness on the streets, churchgoing citizens, and enthusiastic sports teams with pride in their achievements. But Rochester is a great place to live because of its . . . spirit of caring and dedication to making things better for the people who come here from all

over the world to seek help for their medical problems. Children hear unfamiliar languages and see a variety of dress, and learn to smile rather than stare at a bandaged face. They hear of scientific achievements. Many are inspired to learn and study more themselves. New ideas and a love for fellow human beings are Rochester's crown jewels.

Laverne Orzoll, '53  
Former Republican Party state chair

## Rochester: Just the Facts

Population: 109,100  
Three-bedroom house: \$94,400  
Property tax: \$1,200  
Top state and local income tax: 8.5%  
Sales tax: 7%

### CLIMATE

Annual sunny days: 200  
Number of days between killing frosts: 146  
Number of days above 90 degrees: 7  
Average annual snowfall: 47.3 inches  
Average annual precipitation: 27 inches  
Coldest month: January  
Average high: 19.7  
Average low: 1.9  
Warmest month: July  
Average high: 81.4  
Average low: 59.9

### EDUCATION

High school graduation rate: 104.2%  
(Based on the percentage of kids in the ninth grade who finish high school. Recent émigrés have boosted the size of the high school senior class.)  
High school graduates who go to college: 80%  
College graduates: 43%  
Pupil to teacher ratios:  
Elementary 22:1  
High school 25:1

### EMPLOYMENT

Total workforce: 64,763  
Available workforce: 66,202  
Annual average unemployment: 3.3%



## MEDICAL SERVICES

Hospitals: 3  
Hospital beds: 2,038  
Nursing home beds: 497  
Doctors: 1,006  
Dentists: 77

## PLACES OF WORSHIP

Protestant: 72  
Catholic: 6  
Jewish: 1  
Other: 2

## MEDIA

Newspapers  
Daily: 1  
Weekly: 2  
Radio stations  
AM: 4  
FM: 8

## U OF M IN ROCHESTER

- Olmsted County is home to 2,613 University of Minnesota alumni.
- Currently, 776 women and men from Rochester and Olmsted County are enrolled at University of Minnesota campuses.
- The University of Minnesota

Source: Minnesota Department of Trade and Economic Development, University Relations, and *Money* magazine, September 1994 issue

Rochester Center offers nine post-baccalaureate degrees that can be completed entirely in Rochester: master's degrees in computer science, electrical engineering, nutrition, and social work; and master of education degrees in adult education, elementary education, special education, teacher leadership, and vocational education.

- The University's Rochester Center enrolled more than 1,492 students in 133 graduate courses in 1993-94. The center draws students from more than 75 communities in south and south-

eastern Minnesota, western Wisconsin, and northern Iowa.

- In 1993-94, 81 people from

Olmsted County were treated at the University Hospital and Clinic.

## BANKING/FINANCE

Financial Institution	Total Deposits
First Bank .....	\$475 million
Norwest .....	\$454 million
Home Federal .....	\$357 million
Marquette Bank & Trust .....	\$176 million
Premier Bank .....	\$75 million
Eastwood .....	\$54 million
Rochester Bank & Trust .....	\$23 million
TCF .....	\$3.3 million

## MAJOR EMPLOYERS

	Products/services	Employees
Mayo Clinic .....	Medical .....	10,634
IBM .....	Electronic equipment .....	7,600
Saint Marys Hospital .....	Medical .....	4,037
Methodist Hospital .....	Medical .....	2,171
Rochester School District .....	Education .....	1,650
Olmsted County .....	Local government .....	1,000
Kahler Corporation .....	Hotel/restaurant .....	950
Crenlo Inc. ....	Sheet metal fabricators .....	800
City of Rochester .....	Local government .....	676
Federal Medical Center .....	Corrections/medical .....	540

## OCCUPATION

	Median wage per hour
Managerial .....	\$20.56
Professional .....	\$19.23
Commercial sales .....	\$16.27
Technical .....	\$10.27
Precision production .....	\$9.80
Machine operator .....	\$9.56
Clerical .....	\$8.16
Handler/laborer .....	\$6.30

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# A Skeptic at Heart

*Noted surgeon C. Walton Lillehei looks back on a remarkable career  
As told to Vicki Stavig*

I AM NOT A GENIUS; I just work hard and have good luck. I was a pretty average kid. I grew up in Minneapolis, but my folks moved to Edina, where they built a new home in 1927 when I was eight and in the second grade. Edina was not fashionable yet and there was virtually nobody there. The Depression hit in '29, so it was largely open spaces. ☞ There was a two-room schoolhouse with grades one through four in one room, five through eight in another.

The grades went by rows. I was in the second grade but that row was full. The teacher gave me a book and told me to read from it. I did, and she said, "OK, you can move over to the third grade row." I was a good student, but nothing that created any notoriety.

My father was a dentist and a strong advocate of education. He wanted to make sure I attended the University of Minnesota. Because I skipped second and sixth grades, I graduated from high school when I was sixteen. I didn't know what to sign up for at the University, but they said you should have some specialty, so I put down pre-dental. In those days, entrance to medical school was the same as to dental school. About the middle of my second year, I changed to pre-med. I sent in a fee of ten dollars on July 21, 1937, and got permission to transfer into medical school. No aptitude tests, not even an interview!

That's ironic, because I have two sons who are physicians, and they had to take aptitude tests galore and have four years of college before applying to medical school. Because there are so many applicants, you usually apply to four or five medical schools today and then have to go for several interviews at each. I don't know if you get any better doctors out of that process.

Medicine looked interesting. My decision to go into surgery was more memorable. Dr. Owen Wangenstein was chief of surgery and had been doing research on appendix. He had some new, innovative, and important information on why the appendix gets inflamed. I was fascinated by his presentation and decided at that moment that I wanted to go into surgery.

My days at the University were very memorable and tremendously arduous. By and large, I didn't find much time for socializing. We went an entire year with lectures and labs without any testing until the end of the year. Then we had eight or nine days of comprehensive exams. That has since been abolished.

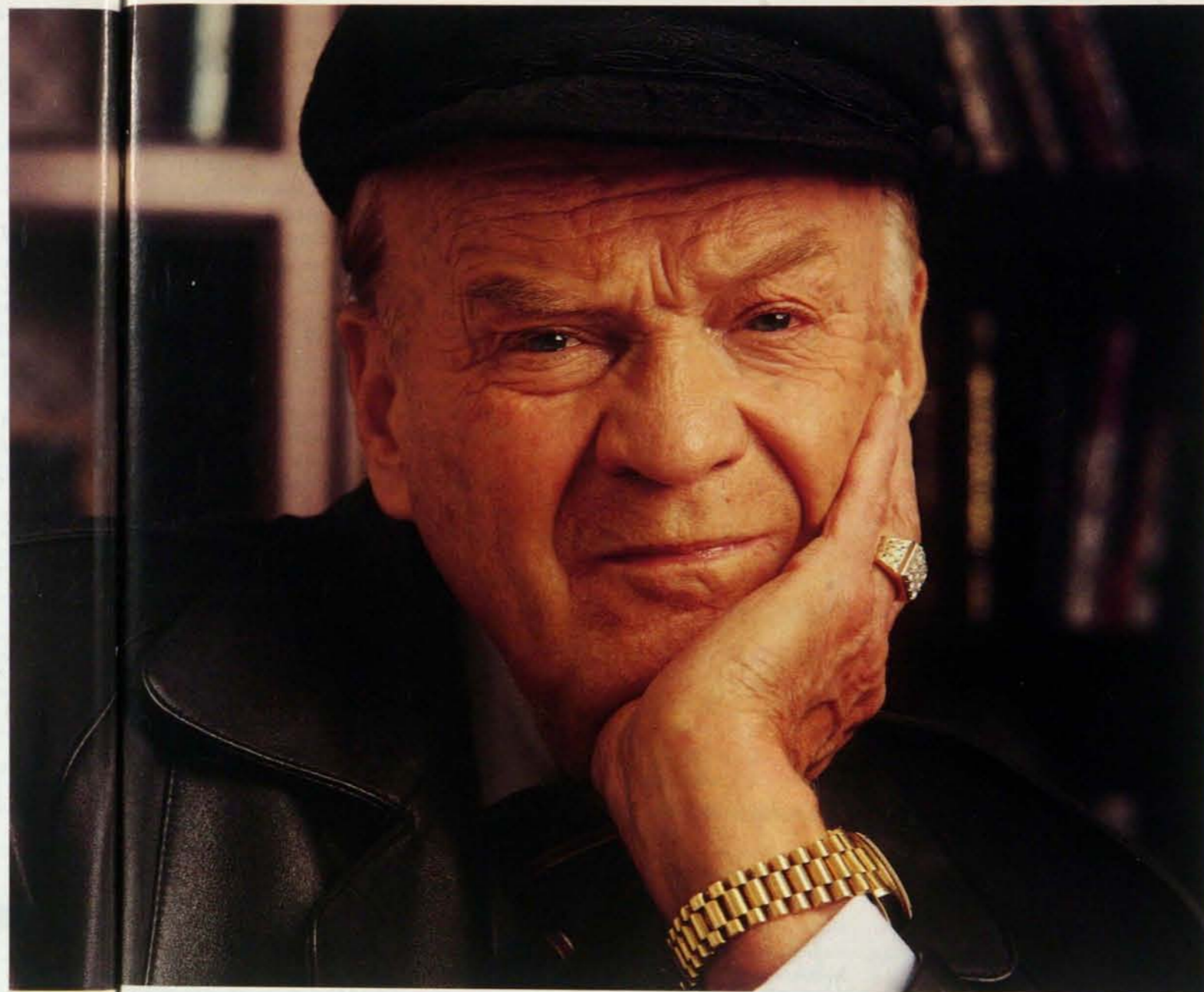
I met my wife, Kaye, when I interned at Minneapolis General Hospital. She was a student nurse there and wanted to be an airline stewardess, which she subsequently was. You had to be a registered nurse before you could be a stewardess in those days, but obviously, from the way airplanes crash, it wouldn't make much difference.

We were going to get married when I finished my internship, but I had signed up for the army when I was a sophomore in 1939, and when I finished my internship in 1942, I got my orders. I joined as a first lieutenant in the Medical Corps. I spent 30 days in

training and six days later was on the deck of a British troop ship zigzagging my way across the North Atlantic.

We landed in England in August 1942, and I was trained at the London School of Hygiene and Tropical Medicine, the best school in the world for tropical medicine at that time; it probably still is. We had 30 days of intensive lectures and lab work, then left in late October for an amphibious invasion in North Africa. We landed on D day and went up into Tunisia with portions of the First Infantry and the Third Armored Divisions to attack Rommel's Afrika Korps from the rear.

It was a challenge because the 1942 American army was poorly trained and ill-equipped. Some of the supply boxes contained medical equipment wrapped in newspapers from 1918 and 1919, and most of the medicine had congealed and the instruments had rusted out. We were incredibly unprepared, so every day was a challenge. During the initial engagements with the German army, soldiers wounded in the chest or abdomen needed immediate life-saving



*C. Walton Lillehei*

“Questioning authority—heterodoxy—was one of the principal ways we made significant progress in developing open-heart surgery. Once they said it couldn't be done, it was sufficient challenge to do it.”

surgery, but it wasn't available.

The World War I-type hospitals were about 75 to 100 miles behind the fighting in the Sahara Desert. We would

put the wounded into an ambulance, and it took eight to twelve hours over camel trails to get to the hospital. Sometimes two, three, or all four patients in the ambulance would be dead by the time they reached the hospital. A few of us had to, and did, organize on the spot some means of doing surgery up near the front. That was the beginning of the MASH (mobile army surgical hospital) units, and I was happy to be in on the very beginning of those great units.

I returned to the University's Department of Surgery in late 1945 as a lieutenant colonel, although I was officially still in the army for another four months. I spent 1945 to 1951 in

training. Thoracic and cardiovascular surgery really enthralled me, because there was no surgery inside the heart yet. It was obvious that we were helpless to do anything about defects inside the heart. We were having people die from small holes in the inner heart that could be fixed in five minutes if you could empty the heart of blood so you could see the defect.

Ten or fifteen centers around the world were trying to perfect working inside the heart. Minnesota was a relatively unknown medical school at that time, but we were the first to achieve success at it. I saw a lot of beating hearts



during my training in our experimental dog laboratory. We first saw the inside of a beating human heart on September 2, 1952, when we repaired a 50-cent-sized hole in the upper chamber of the heart of a five-year-old girl. That was the first successful open-heart operation in medical history.

We used moderate total body hypothermia during that surgery. The brain can go without circulation for four minutes; after that it gets damaged. For every seven degrees of centigrade you lowered the body temperature, you doubled the time the brain could go without oxygen. We wrapped the patient with a blanket through which tubing connected to a refrigeration apparatus cooled her. Then, because the body doesn't warm up fast, we took the blanket off and did the operation. The first patient is still alive and completely well today and is the mother of two children.

As we went on and became more aggressive and tackled more complicated ailments, there were many failures. At times the frustration would develop almost to the point that we thought about giving up.

Open-heart surgery was considered a great concept at that time, but it was believed by most surgeons that the people who needed it most couldn't tolerate a procedure of this magnitude until we had a heart-lung pump so we could attach it to the patient for five or ten days. The artificial heart will do that now, but this was 40 years ago when there had not been a single success worldwide for these complicated defects. That's where the cross-circulation began. We did the first cross-circulation for the correction of a complicated—ventricular—defect on March 26, 1954.

With a small pump, we continuously exchanged the "fresh" blood of a parent, who was the donor, with the "used" blood of the patient so we had a placenta-like circulation that automatically corrected severe metabolic and all other disturbances and normalized the patient's blood before putting it back into the patient. We could open the heart and leave it open for 30 to 60 minutes. This allowed us enough time to repair ventricular defects and others even more complicated. We did 45 of those surgeries in 1954, all for the more complicated defects that had been considered hopeless. Cross-circulation reversed the whole idea that the "sick human heart" would not survive these corrective operations.

I then assigned Dr. Dick DeWall to work on a bubble oxygenator. Work on the film-type oxygenator had started in the experimental labs in 1937, but with no success in human attempts. The world's authorities said you couldn't purify blood with a bubble oxygenator because of the likelihood of air bubbles getting to the brain. Dick had a safe, effective bubble oxy-

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"I'm not offended  
by a student  
who questions something  
I say. In fact, I would write  
his name down with  
merit points. Questioning  
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---

genator within six months, using polyethylene tubing from a local mayonnaise plant. The cost was negligible, and we could throw it away after each use. The bubble oxygenator with the small pump replaced the functions of the heart and lungs during surgery. It worked beautifully in 1955 and had an explosive effect on the worldwide expansion of open-heart surgery.

From 1952 to 1955, the University was the only place doing open-heart surgery on a regular basis, so we attracted people like Vincent Gott, Christiaan Barnard, Norman Shumway, and many others who became renowned heart surgeons and contributed enormously to the field. Probably my most important contribution was training more than 150 young surgeons from 40 countries. One of the stressful things now is that my students are starting to retire, and I'm not.

I was a professor at the University of Minnesota for many years, then went to be chairman of the Department of Surgery at the Cornell University Medical Center in New York City. It was one of the most prestigious hospitals in the country, and I enjoyed working there, but decided I wanted to come back to Minnesota. In 1975, I was reappointed a professor at the University, and I'm now a professor emeritus. I don't like that term. The Latin translation is "e," meaning away from, gone, and "meritus," meaning well-deserved. So emeritus means he's gone and well-deserved! I still contribute to discussions and give an occasional lecture at the University.

In 1988 the University endowed a chair,

a professorship, in surgery named for me and my younger brother Richard, who died in 1981 while he was jogging. He had been professor of surgery at the University. It was very flattering. Former students from all over the world came and presented three days of scientific papers. These former students, former patients, and friends in industry contributed the \$1 million to endow this Lillehei Professorship.

I don't think I have an ego. I do think I have a good sense of humor. There's an old joke that says "He's a legend in his own mind." I try to avoid that. I don't think the students are in awe of me. I consider a good student one who is skeptical of every authority, like I was when I was a student. I think it has served me well through the years.

Questioning authority—heterodoxy—was one of the principal ways we made significant progress in developing open-heart surgery. Once they said it couldn't be done, it was sufficient challenge to do it. I'm not offended by a student who questions something I say. In fact, I would write his name down with merit points. Questioning traditional beliefs is how progress is made. One of the fallacies of teaching at some of the great medical schools is that students think everything they hear from a professor is true. It might possibly be true at the time, but five years later it more than likely won't be.

I wouldn't materially change anything in my life. Maybe I would have done many things a little smarter, but overall I can't think of any radical changes. One of the things I try to teach my trainees is that you learn from your mistakes, not when things go well. In the Lillehei Surgical Society we have a medal for each member with this printed on it: Good judgment comes from experience, and experience comes from bad judgment. That's been my philosophy.

A graduate student, Dr. Bhagavant Kalke, came from Bombay, India, to study heart surgery at the University, which he did from 1964 to 1968. In 1965 he suggested working on a radically new design for a heart valve—a rigid bileaflet heart valve. I said it hadn't been studied because it violated all "established principles." But I quickly added, "Let's give it a try," and I worked with him for the next three years. In a word, the experimental results were sensational.

In 1968 I knew all the manufacturers of heart valves around the country. I tried to get them to make this valve, but they said it was too different and even though



the data were very good, they didn't think it would work in humans. Thus, it sat on the shelf until 1976 when Manny Villafana established St. Jude Medical in the Twin Cities to make a bileaflet valve based on the Kalke-Lillehei design.

It has been the most successful valve in medical history. There are now 560,000 of these valves implanted throughout the world. Mr. Villafana and I consulted frequently. In 1979, he offered me the opportunity to become director of medical affairs for St. Jude Medical, to consult on the valve, do research, give lectures, and be available to consult with cardiologists and surgeons. And he magnanimously named the address of world headquarters [in Little Canada, Minnesota] One Lillehei Plaza. I travel a lot. We have students all over the world who trained in Minnesota, so it's a chance to renew acquaintances with them. I spend as much time at the office as is necessary to do these duties. I don't have a time clock.

I won't retire unless my health dictates that I must. Old age isn't for sissies, you know, with cancer, heart attacks, strokes, and Alzheimer's lurking backstage. What would I do, listen to daytime TV? I don't know what I would do if I wasn't having these interesting challenges and opportunities. A week ago, I addressed the New York Surgeons Annual Banquet. Things like that are very stimulating. I keep my hand in what's going on all over the world. I wouldn't dream of retiring.

Kaye and I got married December 31, 1946. I recommend New Year's Eve to everyone, because you always have a party and you don't forget your anniversary. Kaye has been a wonderful wife. She raised four children very successfully without much help from me. She's very active: plays tennis, ice skates year-round, golfs, bikes, bowls, and tap dances. And she travels a lot with me. She doesn't depend on me to be with her a certain number of hours a day. She's not home much anyway. What's today? Friday. Today she's Rollerblading. She's the athlete; I'm the athletic supporter!

My career has been a calling and a challenge. I'm enormously stimulated by tackling problems. I'm stubborn; persistent might be a better word. I don't give up easily. Skepticism has served me well. I would like to think that I've left the world of cardiovascular surgery better than when I found it. That would be a suitable epitaph. ◀

## RETURN ON INVESTMENT

### Open Hearts

Research by University of Minnesota surgeon C.W. Lillehei, the "Father of Open-Heart Surgery," led to Minnesota's medical device industry. Working with local companies and entrepreneurs, he co-invented the first heart pacemaker (shown), heart-lung machine, and artificial heart valves. Two beneficiaries of these inventions, Medtronic, Inc., and St. Jude Medical, Inc., made seed gifts supporting the U of M Biomedical Engineering Center, to carry on Lillehei's legacy.



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# The Skinny on Fat

Nutrition professor and author Judith Brown of the School of Public Health talks fat grams, calories—and cheesecake **BY LYNETTE LAMB**

**“EVERYBODY’S LIFE** needs a little cheesecake.” A grandmotherly statement, perhaps, but would you expect to hear it from a respected nutritionist?

Judith Brown, professor of public health nutrition on the Twin Cities campus, is not the treat-denying expert you might anticipate given her title. Instead, she is a reasonable, funny woman who takes a realistic approach to the highly confusing and always troublesome areas of diet, health, and weight control. She even manages to be downright life-affirming along the way.

Her basic advice is nothing startling, only somewhat disappointing for the average pudgy American hoping for an instant miracle: “Long-term weight loss is easy, but people don’t want to do it,” she says. “It’s just a matter of taking smaller portions, making a few smarter food choices, and exercising more.”

Brown’s talking about those boring but effective 50- to 100-calorie-a-day differences that mount up and melt fat. Two-year follow-up surveys, she says, show that that’s the only kind of weight loss that works in the long run. Yet Americans are highly resistant to that approach, preferring extreme measures and quick fixes, which nearly always result in the weight going right back on.

The latest pound-peeling miracle is the much-vaunted low-fat approach, which has sold countless thousands of cookbooks for Oprah Winfrey’s erstwhile personal chef Rosie Daley. If we could just eat less fat, say the newest nutritionists, we could become wraithlike shadows of our former selves. And so we get lite this and low-fat that and fat-free something else, and we endlessly pore over labels and agonize over fat grams.

(For those who need a refresher course: A calorie is a unit of measure for food energy, like watts for lightbulbs. The number of calories of energy in a food equals the amount of fuel it supplies to the body. A fat gram is a unit of measurement for fat. Each gram of fat contains 9 calories. Therefore, if a food contains 10 fat grams, it also contains 90 calories of fat. If you are eating 2,000 calories a day and trying to keep your fat consumption to 30 percent of your daily diet, you could eat

600 calories of fat a day, or about 67 grams of fat.)

Are we getting slimmer as we suffer and count our fat grams? Not at all, says the *New York Times*, which reported last year on the huge increase in obesity in this country over the past decade—from 25 percent of Americans in the late 1970s to 33 percent in the late 1980s.

The discrepancy between what we aim to be and what we are might cause us to ask, as Richard Klein did recently in the *New Republic*, “Why now? Why more than ever do people have fat on their minds, while they add it to their hips?”

Why indeed. Nutritionists are speculating wildly about this, Brown says, but so far it’s just that—speculation. Our growing girth is not a change in the gene pool, she points out, because it has happened too fast for that explanation to make sense. The most common theory is the one we’ve all heard: that we Americans are such sedentary creatures—so wedded to our cars, so strapped to our desks, so dazed by our screens—that we could get tubby on tuna and tap water.

Another theory suggests that our animal bodies are not metabolically equipped to handle our low-fiber, high-fat, high-salt, high-sugar, ultraprocesed diet, so that even when we eliminate some of the fat it’s just not enough. Still other scientists are speculating that it’s a survival-of-the-fittest sort of thing—that historically those people who could maintain their weight on a relatively low-fat diet survived, and so humans eventually genetically selected for the now dreaded ability to retain fat.

Of course it could also be, as the *New Republic’s* Klein suggests, that the new low-fat foods actually urge us to eat more—more servings, larger portions, more often. If it’s low-fat sour cream, we reason, why not a dollop the size of a cauliflower? If it’s low-fat crackers, we ask, why not the entire box? We have come to equate fat-free with guilt-free. What we forget, writes Klein, is that “it’s not eating fat that makes you fat, it’s eating.”

Brown thinks that Americans are obsessed with fat—“anyone who’s going around counting fat grams has an eating disorder,” she says—but she isn’t suggesting that we throw away the research and start happily packing away the french fries. “The fat-gram counters eventually lose it and really binge,” she says. “There’s just too much deprivation in it.” She does, however, agree with most of her colleagues, who advise keeping fat to 30 percent of daily calories (which doesn’t allow for many potato chips).

But—and here’s the interesting part—Brown believes

“What we forget, writes Klein, is that “it’s not eating fat that makes you fat, it’s eating.”



that for women that 30 percent can come from almost any fat source; she says it really doesn't matter all that much if you're eating butter or sunflower oil or Greek olives as long as you keep the total fat you consume to just under a third of your daily calories. Of course, if you pin her down, she would direct you, as most nutritionists would, to monounsaturated fats such as olive, corn, or soybean oil. What's different about Brown's approach is that she is much more concerned with the *amount* than the *type* of fat people are eating.

Although she's interested in all aspects of her field, Brown specializes in women's nutrition. She has written a clear and comprehensive primer called *Everywoman's Guide to Nutrition* (published by University of Minnesota Press in 1991) and continues to explore new research areas within the field. Following is a selection of her nutritional advice, mostly for women but some for men as well.

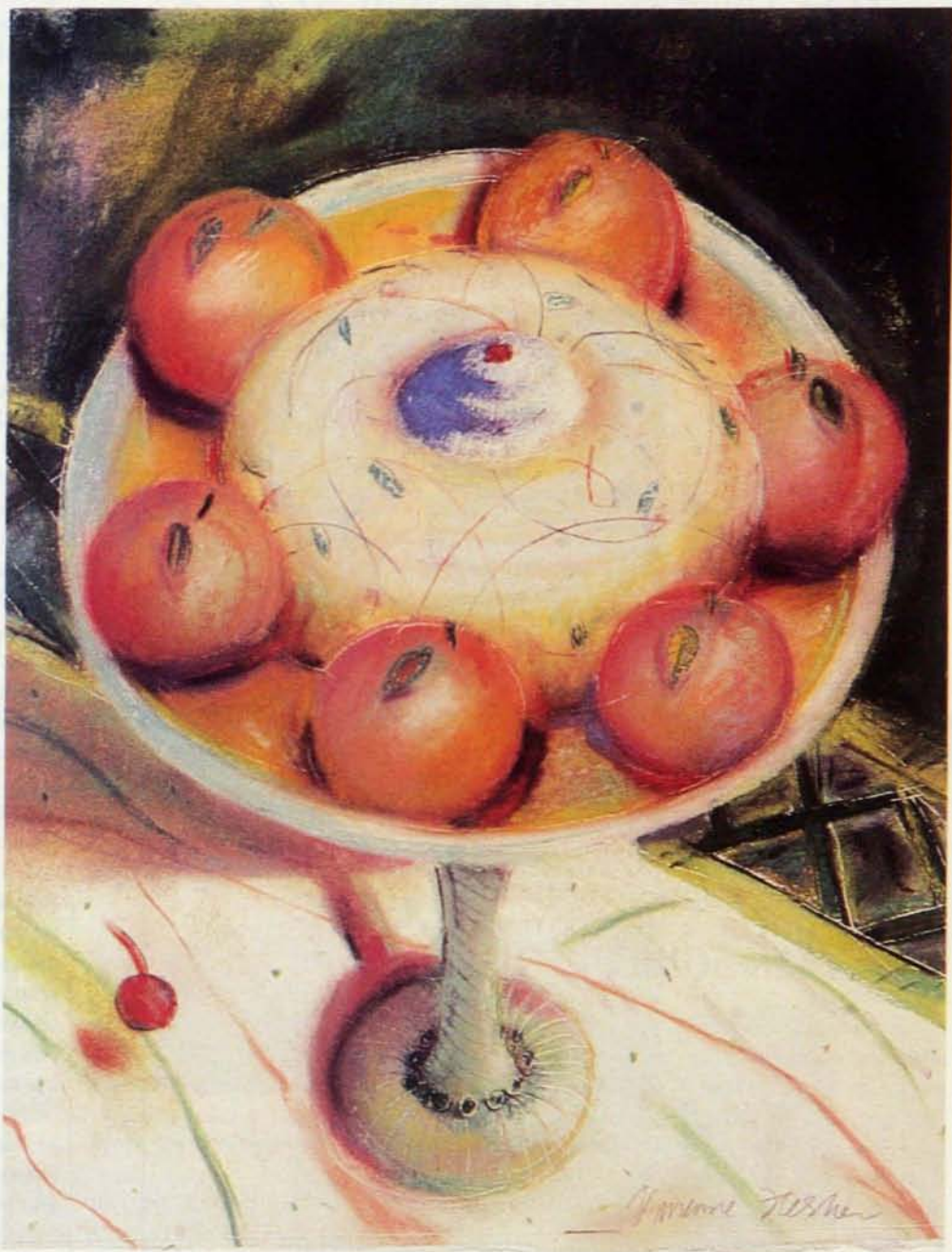
- Reducing dietary fat helps women not just to reduce heart disease but also to reduce their risk of breast cancer. Indeed, Brown writes in her book, "of the factors related to woman's risk of developing breast cancer, fat intake is among the strongest." Brown urges women to cut back on animal fats first. That approach gained support in September when researchers studying Canadian women announced that they found that a high saturated-fat intake was closely related to an increased risk of ovarian cancer.

- Eating a diet high in fruits and vegetables—five or more servings a day is ideal—is good for avoiding both breast and ovarian cancers, researchers have found. U.S. women who are vegetarians have 60 to 80 percent less breast cancer than do U.S. women in general, Brown reports in her book, and the Canadian survey showed that every 10 grams of vegetable fiber added to a woman's daily menu lowers her risk of ovarian cancer by 37 percent. A diet high in fruits and vegetables is also good for reducing your risk of heart disease, says Brown. These foods seem to keep plaque from building up in coronary arteries and also serve as antioxidants, pre-

venting or repairing damage to cells.

- Worrying about those always confusing cholesterol numbers isn't a bad idea for either sex, but the key number to consider is different for men than for women, Brown says. Men need to be more concerned with their overall cholesterol level—anything higher than 200 is worrisome—whereas women should be more concerned with their HDL level. HDLs, or high-density lipoproteins, are the "good lipoproteins" that remove cholesterol from the blood. A high level of HDL (anything over 50 mg/dl, but you can really stop worrying when it's over 65) strongly reduces the risk of heart disease, especially for women.

- Determining who is most at risk for heart disease





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is getting easier. Doctors are looking less at dietary fat and high cholesterol levels and more at diabetes, hypertension, and obesity in deciding which women are heart-attack prone, says Brown. Women who have those health problems are at an extraordinarily high risk for heart disease, she says.

■ Eating oat bran is still a good idea for both sexes. Oat and similar brans bind with cholesterol in the intestine and help eliminate it from the body, so that it is not absorbed. For that reason, Brown and others believe that oat bran and stool bulkeners such as Metamucil can lower cholesterol as effectively as drugs for many people.

■ Drinking a little wine is good for your heart. Although fear of alcoholism causes many health educators to avoid emphasizing this point, Brown says, all alcohol raises HDL levels. Therefore, as she writes in her book, "the moderate consumption of alcohol-containing beverages (one to two drinks per day) appears to protect against the development of heart disease." Now researchers think there may be some additional protective component in grape skins as well.

Researchers and nutritionists don't agree on everything, of course, and with new studies coming out every day, it's hard for people to keep track of what to eat. No one is more aware of the confusion than Brown, who says, "Nutrition is full of controversy. The studies are extraordinarily complex to do and there's lots of rotten money in the business because there's lots of money to be made. It's enough to make you throw up your hands and run screaming to Dairy Queen."

If that strategy seems extreme, consider this one: If you're basically healthy, not overweight, eating well (as defined above), and physically active, you have Brown's blessing to stop worrying (or at the very least to stop searching incessantly for low-fat labels). "What most health educators want you to do is to cut out everything, but you can't," says Brown. "So you make some choices and you change the things you can, and you carry on from there."

After mentioning that she once wanted to be a chef and rhapsodizing over the flavor of a perfect brown turkey just out of the oven, Brown adds, perhaps unnecessarily, that she's not likely to urge people to abandon all that's delicious. "I love to eat. That's why I went into this business," she says. "After all, food is a great source of pleasure." ◀



# Springboard to Success

**Coach of the year Doug Shaffer brings out the best in the men's and women's diving teams**

BY KAREN ROACH

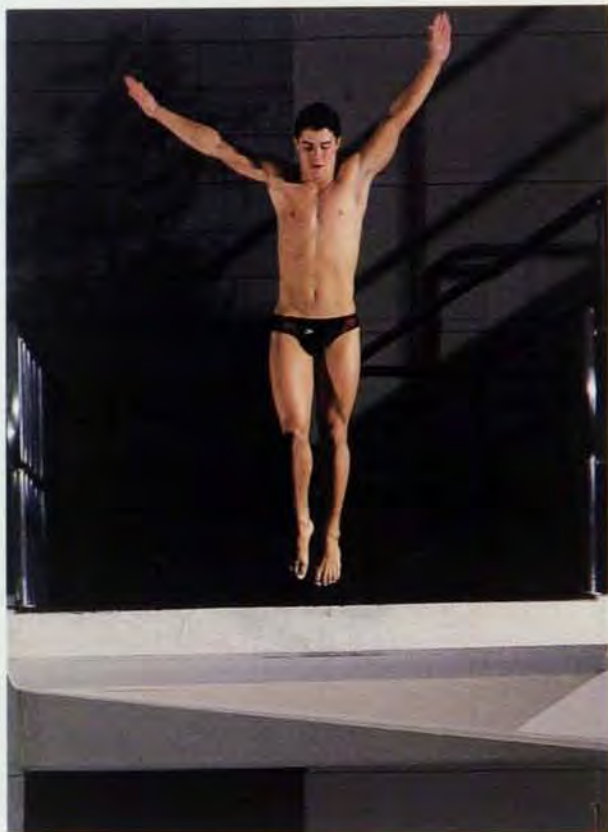
**C**OACH DOUG SHAFFER'S diving program produced top scorers and three all-Americans in 1994 and this season promises more high marks for the University of Minnesota. In his sixth season at Minnesota, Shaffer coaches both men and women. (The only other Gopher coach to do so is Lynne Anderson, for the track and field throwing program.)

Leading the men's team in 1994-95 is junior all-American P. J. Bogart of Mesa, Arizona. Bogart was a national champion in the 10-meter platform as a freshman, and he swept the springboard events, finishing first on both the 1- and 3-meter boards, at the Big Ten meet as a sophomore. He is backed by senior Mike Sime of Roseville and sophomore Isaac Bjorklund of New Brighton.

The 1994-95 women's team boasts both talent and depth. Senior Kara Martin of Lincoln, Nebraska, earned all-American honors for her third-place national finish in platform diving last season and recorded three top-eight finishes at the Big Ten championships. Martin is backed by junior Carrie Hansen of Lakeville, Minnesota; junior Jennifer Koski of Anoka, Minnesota; and sophomore Andrea Berg of Issaquah, Washington. All three finished in the conference's top twenty in both 1-meter and 3-meter diving events.

With the addition of 1993 Big Ten finalist Jenny Cook, a junior from Elk River who redshirted last year because of an injury, the women's team is looking to all five members to score at the conference meet in 1995. "We have the potential to have our strongest and deepest squad ever," predicts Shaffer.

Shaffer competed as a diver for eighteen years, winning a number of national and international titles and lending "home-based experience" to his coaching. A two-



University junior P. J. Bogart is among the several outstanding divers who have honed their talent under coach Doug Shaffer.

time NCAA champion at UCLA, he has coached the Olympic Festival and U.S. National teams, in Sweden and China, and at his alma mater one year before joining the Gophers.

The men's and women's diving teams train together, support each other, and try to accomplish the same things, according to Shaffer, who focuses on each athlete's individual goals and training preferences. "For instance, one athlete might respond better visually—so I try to create a picture—another audibly or technically—so I give a description or demonstration."

At Minnesota, Shaffer has coached 42

Big Ten finalists, 6 Big Ten champions, 22 NCAA all-Americans, and a national champion. He was named 1994 Big Ten Women's Diving Coach of the Year and 1993 NCAA Diving Coach of the Year.

Tallying many of the accolades was 1990-94 diver Laurie Nelson, who won the first Big Ten championship by a Minnesota female diver and capped her career with seven all-American honors; she is the most-decorated all-American in the history of Minnesota women's athletics. She trained all four years under Shaffer, who describes coaching the talented Nelson as "a challenge and a treat: the challenge came in recreating the top and searching for ways to maximize her potential;

the treat was watching her work through the challenges and unfold and mature as an athlete."

Although Nelson has completed her eligibility for the University of Minnesota, she trains with the team, which is helping her prepare for Canada's nationals. "She's in a nice position—she's training because she enjoys it," says Shaffer.

Nelson also supports the team as an undergraduate student assistant, a vital element of the diving program, which operates without an assistant or volunteer diving coach. Nelson helps out when Shaffer needs to travel with one team and the other team is competing at home.



The diving program is as well-rounded and balanced as Shaffer can make it. "The goal is for divers to focus not on any single dive but on a list of dives," he says. "The bottom line is to work hard and look at individual needs as they fit into the group's goals."

Dry-land training for the divers includes speed circuits and power lifting. They use a trampoline with an overhead spotting apparatus that gives them safety and confidence.

Some of the divers have a "kinetic awareness" that lets them know where their bodies are in relationship to the water, Shaffer says. Other characteristics he looks for when he's recruiting are a positive attitude and a competitive work ethic.

Body appearance is also important in diving, and the program does body-fat testing, but on a low-key optional basis. Shaffer has never weighed athletes but knows that he needs to be aware of eating disorders and seek help when necessary. "Fortunately, we haven't had to deal with it much at Minnesota," he says.

Shaffer coaches with 9-year men's swimming coach Dennis Dale and 22-year women's swimming coach Jean

Freeman. Although he travels twice as much as the swimming coaches, Shaffer believes it's possible to coach for many years. "The sacrifices are rewarded by the



Diving coach Doug Shaffer is one of only two coaches at the University to coach both the men's and women's teams.

impact you can make on athletes," he says. "Coaches are teachers."

When he arrived on campus from UCLA, Shaffer coached for a year in

Cooke Hall, where the training environment and the equipment were superior to and the program was better supported than UCLA's, he says. In 1990, the teams moved into the new University Aquatic Center, a facility Shaffer calls "second to none."

"We built an outstanding facility here, so I can tell recruits that during their U of M career there is a great chance they'll compete in a championship at home," says Shaffer.

The men's swimming and diving program hosted the 1992 and 1994 Big Ten championships and the 1994 NCAA championships. The women's program hosted the conference in 1991 and the nationals in 1993. In addition, the Aquatic Center has attracted the U.S. Open, the U.S. Olympic Festival, and the International Summer Special Olympics.

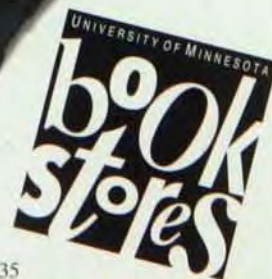
"The hometown familiarity is a bonus," says Shaffer, who says there is added responsibility in hosting a major competition, but "staff here really support the coaches."

In 1995, the NCAA championships are March 16-18 in Austin, Texas. Without a doubt, the Gopher diving program will be there—without a splash.

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EDITED BY KRISTIE MCPHAIL

## COLLEGE OF AGRICULTURE

'37 **Ed Widseth** of St. Paul has had a scholarship named after him. The Widseth Student-Athlete Scholarship recognizes athletic, leadership, and academic achievements of an incoming University of Minnesota, Crookston, freshman or college transfer football player. Widseth's wife, Janet Hart Widseth, '39, was formerly associate director of the University of Minnesota Alumni Association.

'52 **Wilson Pond** of Bellaire, Texas, was honored as 1994 outstanding scientist by the U.S. Department of Agriculture's Agricultural Research Service. An internationally recognized expert in animal nutrition with the USDA, Pond is based at the Children's Nutrition Research Center in Houston.

## COLLEGE OF BIOLOGICAL SCIENCES

'79 **Patrick Bley** of Eagan, Minnesota, is senior scientist in the natural resources management group at Braun Intertec.

'83 **Mark Thompson** of Richmond, Virginia, is senior research scientist at the Pacific Northwest Laboratory in Richland, Washington.

## COLLEGE OF EDUCATION

'41 **Vincent DiNino** of Alexandria, Minnesota, was honored by the University of Texas at Austin with election to the Longhorn Hall of Honor. A professor emeritus, DiNino was recognized for 30 years of service to the university as director of bands.

'67 **Mel Henderson** of Burnsville, Minnesota, received 1993-94 Excellence in Advising Awards from Metropolitan State University.

## MEDICAL SCHOOL

'44 **John Coe** of Bloomington, Minnesota, has been named Helpem Laureate by the National Association of Medical Examiners. Coe was chief of pathology at Hennepin County Medical Center for twenty years.

'69 **B. Robert Spence** of Bloomington, Minnesota, has joined Urologic Physicians. Spence was an instructor at the University of Minnesota Hospital and Clinic prior to this appointment.

'75 **Daniel Johnson** of Menomonie, Wisconsin, has been named president of the Wisconsin Society of Internal Medicine. Johnson is a practicing internist at the Red Cedar Clinic in Menomonie.

'78 **Martha Hickner** of Minneapolis has joined the Department of Family Practice at Group Health's Uptown Medical Center.

## DEATHS

**John Anderson, '34**, Santa Rosa, California, October 6, 1994. Once chair of the Department of Pediatrics at the University of Minnesota, Anderson also served as pediatrics chair at the University of Utah and Stanford University.

**Vernon Anderson, '36**, Carmel, California, October 9, 1994. A 50-year educator, Anderson began his teaching career in rural Minnesota and rose to become dean of the University of Maryland. He was a principal in Elk River, Minnesota, a dean at Worthington Junior College, and a curriculum director for the state of Washington and the Portland schools.

**Phil Bengston, '35**, San Diego, December 18, 1994. Once an all-American tackle at the University of Minnesota, Bengston was coach of the Green Bay Packers. As head coach, he compiled a 20-21-1 record with three NFL championships; as defense coach, he aided with two Super Bowl victories. Bengston's first coaching position was with the University of Missouri.

**Sidney Brown, '54**, Arlington, Virginia, November 15, 1994. Vice president for finance and administration and treasurer of National Public Radio, Brown worked for 26 years for the federal government, in the Bureau of the Budget, the Agency for International Development, and the Senate Budget Committee.

**E. Dale Cumming, '51**, St. Paul, October 14, 1994. A clinical professor at the University of Minnesota Medical School, Cumming was on the staff of St. Paul Children's Hospital throughout his medical career. He also served on the staffs of St. Joseph's, Miller, Midway, Mounds Park, and St. Luke's Hospitals.

**Claude Hitchcock, '44**, Edina, Minnesota, October 30, 1994. Hennepin County Medical Center's first full-time chief of surgery, Hitchcock was a pioneer in kidney transplants, artificial kidney treatment, and breast cancer surgery. He performed Minnesota's first human kidney transplant in 1963, and his artificial kidney treatment program grew into the Regional Kidney Dialysis Program, one of the largest in the country. Hitchcock founded the Minneapolis Medical Foundation and directed the Minneapolis phase of the National Surgical Adjuvant Breast Project, which proved that for some women a lumpectomy is as effective as removal of the entire breast and underlying muscle in treating breast cancer.



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EDITED BY MAUREEN SMITH

**C**ONTINUING EDUCATION AND EXTENSION (CEE) will become **University College**. Dean Hal Miller told the Board of Regents in January, and its mission will be to bring the University to the community and the community to the University. University President Nils Hasselmo has said that the goals of University College (UC) are to market educational opportunities effectively, respond to the needs of society, and make the resources of the University available in the best way.

UC begins with the strengths of CEE, Miller said. Full-year-equivalent enrollment is now 13,545, about the same as in the College of Liberal Arts. Regular faculty teach 47.5 percent of the courses, compared to 55 percent in day school. Some students will be in degree programs and a growing number in certificate programs.

A subcommittee on **compensation for coaches** told the regents that the University is in compliance with all federal statutes as they relate to salaries of men's and women's athletic coaches. But the group recommended a new salary structure to provide "a more systematic way of establishing and maintaining competitive and equitable compensation in the future." The report was submitted to the legislature.

The University was ordered in January to refrain from hiring a new **women's volleyball coach** until Stephanie Schleuder's case could be heard in Hennepin County District Court. Women's athletic director Chris Voelz sent a three-page letter to Schleuder in December giving reasons for not renewing her contract.

A citizens' committee assessing **performance of the regents** endorsed the board's involvement in the governance and oversight of the University, recognizing that "this represents a clear evolution from a historically honorific role." The committee interviewed faculty, staff, alumni, and students.

The committee also found that University 2000 "does not seem to have captured the imagination and hearts" of the majority of the University community and recommended coordinated communication from the regents and administration.

The committee recommended that the board charge the administration with developing specific guidelines for a University vision and mission for the 21st century that the board can endorse, and a comprehensive

plan to communicate that vision/mission to the citizens, governor, legislature, and U community; work with the administration to specify the values and standards the board and the rest of the U community will follow to support the vision/mission; continue to shift its focus from operations to strategic issues, to pursue improved management systems, and to seek external perspectives and benchmarks; engage in an ongoing board development process; follow its own policies to resolve the perceived conflicts of interest within its ranks; improve long-range planning; ensure that board agendas and retreats provide more time to focus on strategic and governance roles; and clarify which issues should be decided at the committee level rather than by the board as a whole.

A diagnostic review of **policies and internal controls relating to sponsored research** was described to the regents by consultant James Roth of the Arthur Andersen firm. Government scrutiny of universities across the country is increasing, he said, and because of its size, the University will probably receive more scrutiny than the average. Better controls are needed, he said, but it is "critical that they don't become so burdensome that the research grinds to a halt."

**Enrollment has fallen** 1.8 percent from last fall and 2.4 percent below projections, Vice President Ettore "Jim" Infante told the regents. The revenue shortfall will be "at most \$2.5 million." Freshman enrollment is strong and "we have, I think, the best freshman class we have had in ten years," he said. Decreases have been in returning and transfer students and graduate students. The economic upturn may be drawing students into the job market.

**Anne Hopkins**, vice president for arts, sciences, and engineering, has been named provost and executive vice president for academic affairs at Miami University in Ohio. She was to begin her new duties by March 1. "Miami's gain is our great loss," President Hasselmo said. "I regard my recruitment of Dr. Hopkins . . . as one of my best personnel judgments."

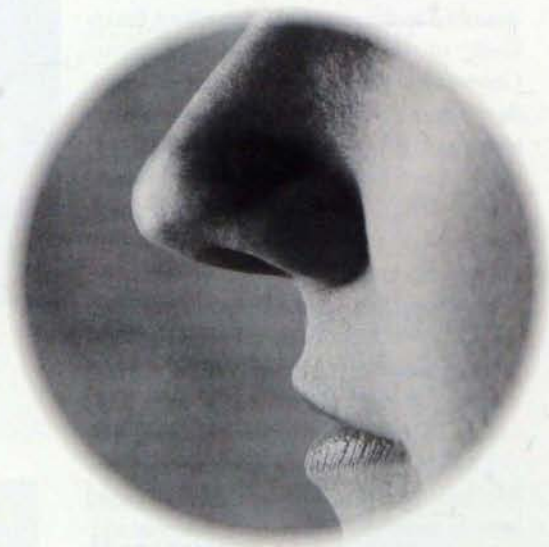
**Barry Garfinkel**, who was convicted of research fraud in 1993, has resigned as a professor of psychiatry and opened a private practice. His resignation ends the University's efforts to fire him, said University attorney William Donohue.







{Typical art auction.}



{Our art auction.}

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**UNALTERABLY**

Ivied halls are raised and razed  
And faculties wax and wane;  
With presidents humble or vain;  
Athletic coaches ride their teams  
Under contracts easy to sever;  
We alumni, though, are stuck with our  
school  
Until death do us part, forever.

D. H. GRUENING, '51  
*Yuba City, California*

**TRIBUTE TO A FRIEND**

IN THE FALL OF 1927, I enrolled in courses in the Department of Electrical Engineering at the University. By alphabetical chance, I was grouped with classmates [George] Johnson, [Al] Nier, and [Oscar] Norgorden. We became very good friends and kept in touch over the years. Johnson went on to a successful career in the army. Norgorden joined the staff at the Naval Research Laboratory, and I joined the navy. In 1936, Norgorden and I worked on the development of radar.

Nier was a brilliant student and set an example for the rest of us. One of my proudest moments was in my final semester when Al and I both got all A's and one B. I remember very well my visit [to campus] in the summer of 1940 when I returned from duty in China. Al took me down in the basement of the physics building and showed me his mass spectrometer. He explained how he had separated the isotope U-235 from the more abundant U-238. With a difference of only three mass units, great precision was required. He had sent a sample of a few micrograms of the U-235 to Harvard, where their cyclotron proved that it would fission.

I asked Al what it would be good for, and he replied that if you isolated enough of it, you could make the most powerful bomb the world had ever known. When the results and potential of this discovery were presented to [staff at the] U.S. Department of Defense, their response was, "Take your Buck Rogers playtoy back to your laboratory." [Enrico] Fermi and [Albert] Einstein informed President Roosevelt of the German effort in this direction, and Roosevelt wisely initiated the Manhattan Project.

I went on to become the head of Search Radar Design in the Bureau of Ships, and when I received "Q" clearance for the atomic bomb tests, I visited Al on many occasions.

On June 1, 1994, I came to Minneapolis and when I called the University, I learned that Al had died just two weeks before. All three of my classmates are gone, leaving a void in my life, a life that has been richer and more rewarding for having shared accomplishments with them that the University made possible so many years ago.

I agree with Ed Ney that Al was the best thing that ever happened to the University—and to me as his classmate and friend.

COMMANDER I. L. McNALLY, USN, '31  
*Sun City, California*

**DOWN FOR THE COUNT**

THIS NOTE IS SIMPLY to express my appreciation of Larry Laukka's superb editorial "Clear and Present Danger" [UMAA president's column, November/December 1994]. Of all the assessments of the University's situation I have read over the past ten years, his is the most succinct, hard-hitting, and, I and many other faculty members believe, accurate. This poor University is now like a punch-drunk fighter just trying to hang on to the ropes. Many, many thanks for expressing the views of many of us on the faculty so eloquently and forcefully. I wish copies could be made and dropped from a low-flying plane on the State Capitol. And thanks, too, for all the work Laukka and his colleagues are doing to try to save what was not so long ago a truly great university.

ELLEN BERSCHIED  
*Regents' Professor of Psychology*

**STUDENT LIFE**

I WAS IMPRESSED with the article on student artists ["Student Debuts," September/October 1994]. It was refreshing to see an article in *Minnesota* devoted to students at the University who are not athletes. The only place to regularly find information about students is in *Campus Digest*, and there we usually find only

a small photo and a few sentences. Alumni need to know what students are doing at the University. We hear a lot of talk about improving the undergraduate experience, but we have very few insights [into] what students actually experience at the University today.

MICHELLE JOHNSON, '79  
*Minneapolis*



**WE WERE OUT OF LINE**

IN THE GOPHER Time Line [Campus Digest, September/October 1994], the School of Public Health was omitted from the list of [when each of the] University colleges and schools [was founded]. The school is celebrating its 50th anniversary this spring.

MARK A. WERNER, '92  
*St. Louis Park, Minnesota*

**IF IT PLEASE THE COURT**

THE ARTICLE ON women lawyers ["Breaking Down the Bar," November/December 1994] and the accompanying "Who's Who" list were great. But how could you leave out University of Minnesota Law School alumni Roberta Levy, '64, the first woman to serve as chief judge of Hennepin County District Court, and Deborah Hedlund, '72, and Beryl Nord, '73, who also sit on the Hennepin County District Court?

HARRIET JOHNSON  
*St. Paul*

**CORRECTIONS**

IN THE "Who's Who" list of women lawyers ("Breaking Down the Bar," November/December 1994), Betty Washburne, '43, should have been recognized as the first woman to serve on the Hennepin County District Court.

In "State of the Union" (November/December 1994), Vin Weber was incorrectly identified as a Lutheran. He is a Roman Catholic.

We regret the errors.

*Letters may be edited for style, length, and clarity. Send your letters to the editor, Minnesota, 501 Coffman Memorial Union, 300 Washington Avenue SE, Minneapolis, MN 55455-0396.*



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# REPORT



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

## Time Out

With the first half of the 1994-95 University of Minnesota school year completed, we have scored some points and lead at half-time. Our goal, of course, is to win and move up in the standings.

Please excuse the sports metaphor, but it seems reasonable given the impact sports—particularly professional and big-time college sports—have on our daily lives.

The business and goals of the University of Minnesota and the University of Minnesota Alumni Association (UMAA) make considerably fewer front-page headlines than sports do, but please bear with me.

Your alumni association, following the strategic planning lead of University administrators, has charted its own U2000 plan for the balance of this decade. Our game plan calls for aligning our efforts with those of the University. At the heart of our plan are four goals by which we will measure our progress. At halftime, here's how the scoreboard looks:

■ **Grow a visible, vibrant organization with 50,000 members by the year 2000.**

We have a plateful of things to do to assist the University, to serve alumni, and to prepare for the mounting challenges to higher education. Much of our work depends upon revenues derived from memberships, and our ability to influence is directly related to how many of the University's 450,000 alumni join the association to work together. Today we are nearly 31,000 strong, and we are concentrating our efforts on earning the right to represent all alumni. So far during this academic year, we have sponsored 42 geographic chapter activities involving more than 2,142 graduates and friends, and 55 collegiate society events attended by 5,446 alumni. The fall issue of *Minnesota* reached more than 100,000 alumni, and *U Alumni Connection*, our insert

in *Update*, the University's alumni tabloid, reaches more than 310,000 each quarter.

■ **Enhance the student experience.**

One of the key measures of the University's success is the quality of each student's collegiate experience. We alumni can do much to influence this component of life at the University, and the UMAA has two new initiatives under way:

Our alumni/student mentor programs have grown from 446 student/alumni matches last year to 743 matches this year, and we hope to have 1,200 next year. More and more students and alumni are being introduced to one another, the students

seeking knowledge and assistance regarding academic and career planning, the alumni sharing experiences and reconnecting with University life. This is truly a win-win program.

U Partners, another UMAA program that makes the student-alumni connection, brings together incoming freshmen and alumni from their hometowns or high schools. The program is designed to welcome students and maintain partnerships throughout their college careers. Programs in four communities are under way, and plans are to double the number next year.

■ **Continue our advocacy efforts.**

We have spent a great deal of time working to understand, evaluate, and affect University issues. We recently forwarded to legislative leaders the names of nineteen alumni who are highly qualified to serve on the Regents Candidate Advisory Council, which was created by the state legislature in 1988 to recruit, screen, and nominate candidates for the Board of Regents. We've also begun regular communication with the Board of Regents, and we are encouraged by the opportunity to work together.

Since last fall, in response to our calls for

help, our Alumni Legislative Network has grown to almost 1,800 alumni and friends. Network participants are kept up to date on the University's legislative funding requests and make calls or visits to their legislators

to tell them they support the University. In January members helped send 3,000 postcards to the governor in support of the University's legislative request—and more than 150 networkers came to campus to hear a legislative update from University President Nils Hasselmo and six legislators, who also gave them advice on how to work with legislators. Your UMAA National Board has stepped to the line as

well, bringing twenty legislators to campus for a University update.

■ **Build an alumni/visitor center at Oak Street and Washington Avenue SE.**

I'll save the report on the status of this 40-year-old dream for another issue of *Minnesota*, but I'd like to tell you that we are as close as we have ever been to making the center a reality—and we are driven to accomplish this goal.

There is more to report and much more to do. We need more volunteers! You could help by asking nonmember alumni to join the association; by taking time to understand the issues at hand; by communicating your support for the U to your elected representatives and local newspaper editors; by helping recruit prospective students from your region; and by making plans to visit campus. Those living in the Twin Cities area can serve on one of our working committees or societies.

You can effect change.

Your school and your state will benefit if more of us take time to participate, to challenge, to become aware. Call the UMAA at 612-624-2323, and let's talk about you and your university. Let's end this year in the win column.



Larry Laukka, '58 B.A.  
National President



## A Conversation about Chapters

Program directors Sandra "Sam" Jay (formerly Berens), Rachel Pocras, and Lori Winters serve as liaisons between the University of Minnesota Alumni Association (UMAA) and 38 alumni chapters. Their offices are on the Minneapolis campus; their work takes them throughout Minnesota and around the country.

Each is affiliated with several Minnesota chapters. Jay also works with chapters in California, Colorado, Illinois, Iowa, Massachusetts, Michigan, Wisconsin, and Washington, D.C. Pocras is assigned to Connecticut, Florida, Nebraska, New York, Ohio, and Tennessee. Winters covers Arizona, Georgia, Kansas, Missouri, North Carolina, Pennsylvania, Texas, and the state of Washington.

They'll tell you that there are a lot of alumni of the Institute of Technology in St. Louis and Seattle, and many University of Minnesota-trained doctors in Fargo. That graduates of the College of Veterinary Medicine are a valued resource in southern Minnesota. And that everywhere they go they find alumni who are committed to fulfilling the UMAA mission: "to connect alumni to the University, advocating and supporting excellence in education, and building pride, spirit, and community."

Neither a tornado nor a forgetful pilot who delivered passengers to the wrong town stopped them from carrying out their appointed rounds. We asked them to tell us what a UMAA chapter is and how alumni can make the UMAA chapter connection.

### Minnesota: What are the elements of a successful alumni chapter?

**Jay:** A successful chapter connects alumni to each other and to the University on a regular basis. To do this, the chapter needs committed volunteers to bring the group together to plan and carry out events at least once a year. It also needs a

mechanism through which to replace its leaders when they step down.

**Winters:** Within the parameters set by the UMAA, a chapter is free to define itself in whatever way suits its members. They



Sandra "Sam" Jay



Rachel Pocras



Lori Winters

can make of their chapter whatever they want. The Minnesota group that named itself the Rochester Area Alumni and Friends is a good example of self-definition. They have positioned themselves very deliberately as a resource to the University, to its alumni and friends, and to the community. They're very tuned in to what's happening at the University and to the University's presence in their community. If there's a college fair for high school students, they know whether the University is there or not. They're an alumni relations person's dream come true—all the people and resources are in place.

### Minnesota: How do Minnesota chapters differ from those out of the state?

**Jay:** One of the roles of an alumni chapter outside Minnesota is to introduce alumni to each other, so social functions are important. In the Minnesota chapters, our alumni tend to know each other already, and their focus is often on community service.

**Pocras:** We often ask Minnesota chapters to be a contact for prospective University students, to support current University students through scholarships and recognition programs, to become active with the University's funding requests to the legislature. The Martin County Chapter, for example, has a core group of supporters who have consistently gone to bat for the University.

### Minnesota: How do the chapters support University students?

**Pocras:** Mainly through scholarship and recognition programs. And chapters

that are closer to campus may have members who are able to participate in alumni mentoring programs for students. Chapters also encourage prospective students to consider the University.

**Winters:** The Rochester Area Alumni and Friends awarded its first scholarship in 1994. The amount is substantial—\$1,500. The scholarship fund is almost fully endowed. Members have also embraced the UMAA's new U Partners program, in which members of the community are matched with University students; they get together during the summer and at holidays when the students are home from school.

**Jay:** And alumni in Detroit sell Minnesota wild rice to support UMAA student leadership awards.

### Minnesota: Your jobs take you around the state and across the country. Any good stories from the road?

**Pocras:** There was the tornado in Fairmont, Minnesota, when we were there for an event for prospective students. And one time I was traveling with head Gopher football coach Jim Wacker to Fergus Falls, Minnesota, when the pilot literally forgot where we were going and delivered us to Bemidji instead. Coach Wacker persuaded the airline officials to postpone the next stop on the route in order to get us to Fergus Falls. We made it to all our appointments on time.

**Jay:** I flew to Los Angeles to visit our chapter there. A half hour after my plane landed, an aftershock from the earthquake occurred. It measured five something on the Richter scale. I was a little scared because I don't know the precautions to take in an earthquake. I know what to do when there's a tornado or a lightning storm. I was clueless in L.A.

### CHAPTER FACT FILE 1993-94

Minnesota chapters .....	18
Events .....	20
Event attendance .....	2,200
Prospective student programs .....	13
(in 7 chapters)	
Other projects .....	12
National chapters .....	20
Events .....	63
Event attendance .....	2,654



### Minnesota: Any advice for alumni who are thinking of joining or starting a chapter?

**Pocras:** Joining or starting an alumni chapter will not only connect you with the University and other graduates, it will also give you the opportunity to share Minnesota stories, folklore, and culture with others. What Minnesotan doesn't fondly remember lutefisk, hot dish, and Ole and Lena jokes? Many alumni chapters gather not only to watch the Gophers but also to cheer for Minnesota's professional teams.

Whenever I travel I try to wear University of Minnesota clothing. The response from alumni and other Minnesotans is overwhelming. From Central Park to shopping malls in Columbus, Ohio, and my hometown of Lincoln, Nebraska, I've been stopped by alumni and asked, "Are you really from Minnesota?" Alumni and friends of the University are eager to make the Minnesota connection.

**Winters:** The chapters are driven by the commitment of their alumni volunteers, and they are all ready to welcome new members. Some people are reluctant to take on a leadership role either in an established chapter or in forming a new

one for fear that the commitment will be overwhelming, but each community defines its own needs and possibilities. If there's a chapter in your area, they'd love to hear from you. If you want to talk about starting a chapter, call Rachel, Sam, or me at 612-624-2323 or 800-UM-ALUMS.

**Jay:** Call me, call me, call me. I'll help you connect with alumni who are in your area. It's easy. It's rewarding. It's fun.

### THREE CHAPTER PROFILES

**U**MAA chapters come in many shapes and sizes. They may be located in Minnesota or other states around the nation, in cities large or small, based in counties or other geographical areas. Alumni leaders help shape the program to meet the needs of the volunteers. We've profiled 3 of the 38 chapters to give you an idea of the wide variety of chapters and chapter experiences available to those who decide to join an already established chapter or are interested in creating a new one.

#### Chicago Chapter: The Second Time Around

The chapter reactivated as a result of a January 1993 phone call from Terry Burns, '63 B.A., to the UMAA. Burns wanted to reestablish the alumni chapter—and did. The group's first event attracted 25 people; the most recent one drew 100.

Some 3,500 University of Minnesota alumni—many from the College of Liberal Arts, the Institute of Technology, the Carlson School of Management, and the Humphrey Institute of Public Affairs—live in the area, though they're spread out over a large region that encompasses the Chicago suburbs. Finding a location that is convenient for everyone is difficult for the chapter.

Windy City alumni favor dinner events with speakers and also sports-related activities: They hold pep fests before Gopher games at Northwestern University, and they have rallied Chicago alumni to go to Gopher games in Madison, Wisconsin. University President Nils Hasselmo visited the group last November.

#### Rochester Area Alumni and Friends: United for Success

Long a hotbed of support for Gopher athletics and athletic scholarships, Rochester, Minnesota, home of the famed Mayo Clinic, now has one of the most active alumni

chapters in the nation. The group reconstituted itself several years ago in order to broaden its focus to include legislative issues and enhancing the student experience. In addition to alumni, the group includes dedicated friends of the University (and thus the group's name).

Founding member Joe Gibilisco, '51 D.D.S., is a member of the UMAA National Board (where he represents southeastern Minnesota), and current president Ardell Brede won the UMAA Outstanding Friend Award, the highest honor given by the alumni association to a person who is not a U of M graduate.

The group has plenty of fun—the person who wears the most maroon and gold to board meetings gets mentioned in the minutes, and there's always a homecoming pep rally with the alumni band—and is also known for a number of very substantial accomplishments. Chief among them is a new scholarship: \$1,500 to a graduate of Rochester Community College who goes on to the University of Minnesota.

#### Martin County Chapter: A Minnesota Tradition

Martin County, Minnesota—a perfect rectangle on the Minnesota-Iowa border—has had a University of Minnesota alumni chapter for just about as long as anyone can remember. The towns of Fairmont and Blue Earth contribute the most members (though Blue Earth is in fact in the next county).

As is true elsewhere, there are alumni from many different fields in the area, but representation from agriculture, business, and education is particularly noteworthy here.

Every year the chapter invites a speaker from the University to its annual meeting, and local students are invited as guests, thanks to the generosity of local sponsors. This year's meeting featured Alan Hunter from the College of Agriculture talking about biotechnology and the future. Last April chapter members quizzed Eugene Allen, vice president for agriculture, forestry, and home economics, very knowledgeably about the Minnesota Extension Service.

Local students thinking about going to the University are invited to an event at which alumni talk about their memories of the U and the benefits of a University education.

### SOME GUIDING PRINCIPLES

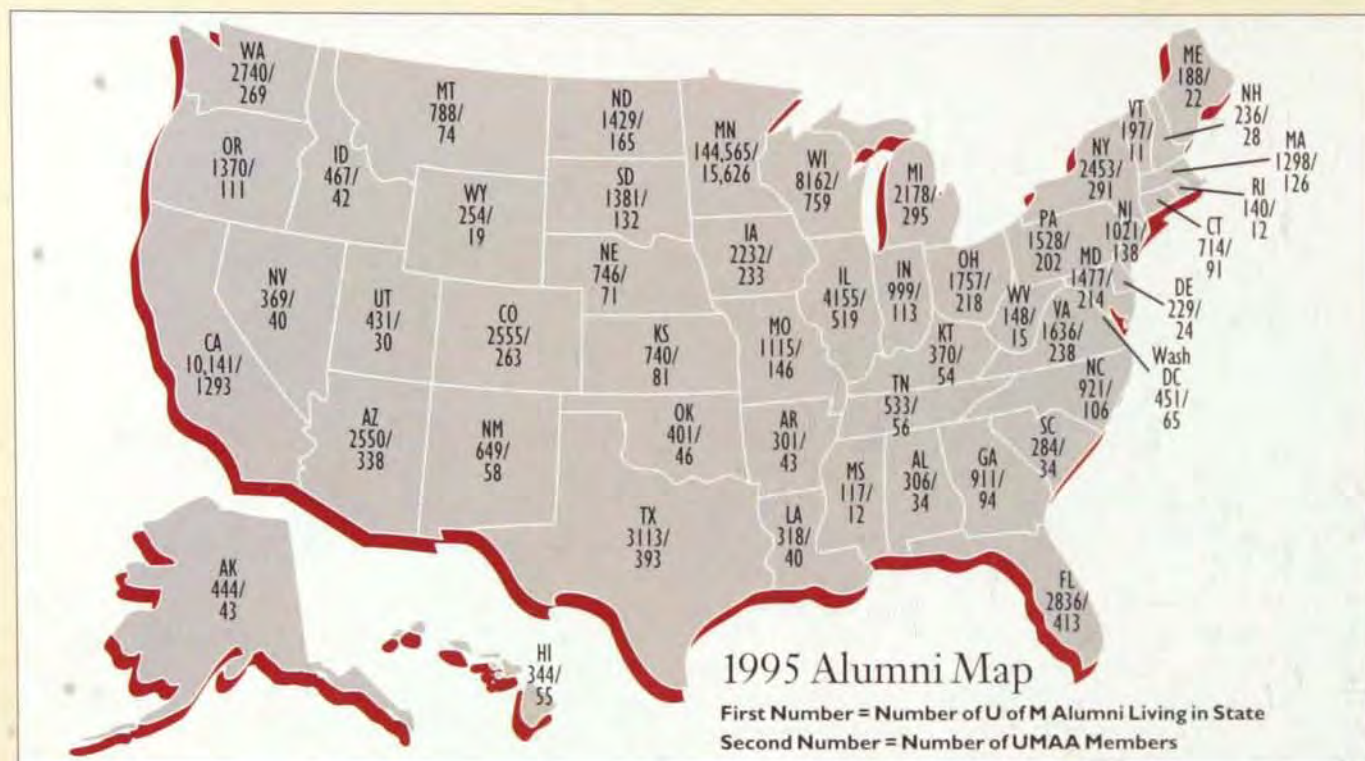
Successful UMAA chapters:

- Have a core group of leaders with clearly defined roles and a process that ensures continuity through succession of leadership.
- Assume responsibility for planning, promoting, and implementing alumni activities that support UMAA and University goals.
- Prepare annual plans and annual reports on chapter activities.
- Support the U and the UMAA by building pride, spirit, and community and acting as advocates on behalf of the U.

The UMAA offers its established chapters:

- Services of UMAA program directors who help link the chapter to the U.
- Resources including orientation and training for leaders and advice on planning and evaluating events.
- For events: production and mailing of invitations; decorations.
- One University speaker a year.





**CHAPTER DIRECTORY**

**MINNESOTA CHAPTERS**

- AUSTIN/ALBERT LEA**, Beverly Jones, '52 B.A., H: 507-373-3032 (Albert Lea); Bryan Baudler, '64 J.D., W: 507-433-2393 (Austin)
- BEMIDJI**, Rachel Pocras, program director, 800-UM-ALUMS
- BRAINERD**, Lori Winters, program director, 800-UM-ALUMS
- BROWN/NICOLLET COUNTIES**, Sandra "Sam" Jay, program director, 800-UM-ALUMS
- FARIBAULT**, Sandra "Sam" Jay, program director, 800-UM-ALUMS
- FARGO/MOORHEAD**, Richard "Rick" Stern, '73 B.S, W: 701-235-9666
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- MARTIN COUNTY**, Jennifer Tow, H: 507-238-2892
- NORTHFIELD**, Sandra "Sam" Jay, program director, 800-UM-ALUMS
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- AUSTIN, TEXAS**, Jonne Hurd, H: 512-345-7857
- CHICAGO**, Terry Burns, '63 B.A., H: 312-951-0430
- CLEARWATER, FLORIDA (SUNCOAST CHAPTER)**, Richard Lundgren, '48 B.B.A., H: 813-461-2508 October to May; H: 612-944-0735 May to October
- DALLAS/FORT WORTH (NORTH TEXAS CHAPTER)**, Dick Kmiecik, '60, H: 214-699-7256; Fax: 214-699-0417
- DAYTON, OHIO**, David A. Youngquist, '90 B.S., H: 513-293-3084; W: 513-445-7054
- DETROIT**, Elizabeth "Betty" Blenman, '36 B.S., H: 810-626-2336
- LOS ANGELES**, Geoffrey Lyon, '85 J.D., W: 213-617-8980
- MADISON, WISCONSIN**, Scott Chesney, W: 608-255-3988
- HOUSTON**, Stephen Winer, '87 B.A., W: 713-966-1414

- NAPLES, FLORIDA**, Mary Lou Althoff, H: 813-597-5534; W: 813-434-0101
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- SAN DIEGO**, Al Larson, '55, H: 619-487-1659
- SAN FRANCISCO**, Sandra "Sam" Jay, program director, 800-UM-ALUMS
- SEATTLE (PUGET SOUND CHAPTER)**, Rick Hanson, '81 B.S., H: 206-355-8881
- ST. LOUIS**, Bernie Cullen, '68 B.A., H: 314-394-1825
- SUN CITIES, ARIZONA**, Bob Snyder, '49, H: 602-584-3066
- WASHINGTON, D.C.**, Stephen Francisco, '79 B.A., '81 J.D., H: 703-360-2897; W: 202-638-6929

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- CINCINNATI**, Rachel Pocras, program director, 800-UM-ALUMS
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**PORTLAND, OREGON**, Lori Winters,  
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**RALEIGH/DURHAM, NORTH CAROLINA**,  
Hope Lund, '59, H: 919-932-9792

### CAMPUS AS COMMUNITY: MAROON AND GOLD CASUAL FRIDAYS

Come to campus on a Friday, and you're likely to notice that a lot of people are casually dressed—in maroon and gold, in Gopher gear of various descriptions.

For a visible show of community spirit, the University of Minnesota Alumni Association (UMAA) began promoting Maroon and Gold Casual Fridays in October. More than 120 departments representing 7,000 faculty and staff have revised dress codes to encourage people to wear school colors on Fridays.

"The University is really a community within the Twin Cities, with 38,000 students and thousands of faculty and staff moving about campus each day," says Margaret Sughrie Carlson, UMAA executive director. "Wearing school colors is like someone from Anoka wearing an Anoka Tornadoes jacket or someone from Grand Rapids wearing their school sweatshirt. Everywhere they go people know they support their community and their school. Maroon and Gold Casual Fridays help us at the University of Minnesota show our hometown pride."

University President Nils Hasselmo's office participates, and Hasselmo himself has been spotted sporting maroon and gold. "There is tremendous pride in this university among our staff," he says. "Wearing maroon and gold is a way to feel community with fellow workers and to show that pride to the world."

Goldy Gopher patrols the campus to award treats to people dressed in school colors and offer them an opportunity to win Gopher gear in a drawing.

In "our little corner of the campus," Jeannie Schwartz in the College of Pharmacy wrote to the UMAA, "maroon and gold casual Fridays have really caught on. Our interim dean and dean both play along almost every Friday and the staff appreci-

ate the chance to be in casual uniform once a week. Some of our faculty are into it as well. . . . The best thing about it is watching people who aren't necessarily even sports fans getting decked out in maroon and gold. . . . This is a great start toward the loyalty this university needs."

U supporters off campus—at more than 300 organizations—got in on the act, too, when they wore school colors to show support for the hockey and men's and women's basketball teams during their appearances at NCAA tournaments last year. This year's NCAA playoffs will afford another opportunity for a show of spirit, says Carlson.

### COMING SOON

The **School of Nursing Alumni Society** annual meeting—including a legislative breakfast, a seminar, and a class reunion luncheon—will be held March 25 at the Radisson Hotel Metrodome on the Minneapolis campus. For information, contact Olivia Hansen at 612-635-9186.

University President Nils Hasselmo will meet with alumni at receptions in **San Francisco** March 29 and **San Diego** March 31. For information, contact UMAA program director Sandra "Sam" Jay at 800-UM-ALUMS.

The **Austin-Albert Lea (Minnesota) Chapter** is planning a dinner and program April 4. Astronomy professor Robert Gehrz will talk about last year's Jupiter explosions. For information, contact Bryan Baudler in Austin at 507-433-2393.

The **School of Public Health and the Humphrey Institute of Public Affairs**—along with the **Public Health and Humphrey Institute Alumni Societies**—plan Career Action Day April 12. For information, contact Joan Pasiuk at 612-624-6915 or Lynne Schuman at 612-625-2847.

Mel George, the University's vice president for external relations, will be the guest speaker at the **Red Wing (Minnesota) Chapter** annual meeting April 18. For information, contact Dick Walter at 612-388-2268.

**New York City** alumni will gather April 24 at the Time-Warner Building.

After a year of festivities, the **School of**

**Public Health** celebrates its 50th anniversary April 27-28 with a symposium, alumni reunions, and an anniversary celebration. For information, contact Harold Kurtz at 612-624-5439.

### ON THE ROAD

The **Chicago Chapter** hosted a reception November 12 for University President Nils Hasselmo. After President Hasselmo spoke, Professor Ron McCurdy, head of jazz studies at the U, performed with three area musicians. Alumni from the Carlson School of Management and the Institute of Technology gathered later for dinner with their respective deans. Approximately 90 alumni participated.

**Madison, Wisconsin**, alumni gathered at a sports bar January 28 to watch the Gopher hockey team battle the Badgers. Minnesota coach Doug Woog visited with the group before the game.

Alumni in the **Milwaukee** area, on their way to forming a UMAA chapter, got together at a sports bar to watch the Gopher men's basketball team play the Badgers February 28.

### AT THE U

**Business and Technology Day**, planned by the **Institute of Technology Alumni Society** and the Carlson School of Management Quality Leadership Center, was November 3. University President Nils Hasselmo acted as master of ceremonies, and David B. Luther, national president of the American Society for Quality Control, was guest speaker. About 465 people attended.

December 1 was Donut Day at the School of Nursing. The **Nursing Alumni Society** offered students treats and information about the society, and promoted a student and faculty awards program. More than a hundred students participated.

The **School of Public Health Alumni Society** and the school's Career Center cosponsored a January 6 trip to Willmar, Minnesota, for presentations by representatives of the local public health department, Rice Memorial Hospital, Heartland Community Action, the Minnesota Extension Service, and local alumni. ◀



# Wake-up Call

**T**HE CLOCK-RADIO ALARM went off at 5:00 a.m. on a cold Saturday in December. Rushing to make an early flight to Chicago, I was hoping to catch the weather report on WCCO-AM when I heard Dan Hertsgaard ask Dr. Paul Camarata from the University of Minnesota neurosurgery department how a stroke affects its victims. I stopped to listen, drawn to the radio. My father, Herbert Sughrue, had been wheelchair bound after suffering a stroke nearly twenty years ago.

A serious problem with strokes, explained Camarata, is that people do not recognize the early symptoms or treat them as an emergency. They might say to themselves or their family, "I've got some numbness in my hand. I can't shake it off. It's not causing a big problem. I'll go to the doctor tomorrow." By the time they recognize that something serious is happening, it's too late to do anything about it.

Camarata described the early warning signs of a stroke: sudden numbness, tingling, or weakness of the face, arm, or leg or on one side of the body; difficulty in speaking or understanding; sudden blurred or decreased vision, particularly in just one eye; dizziness or loss of coordination, or problems walking. Pain usually is not associated with a stroke, he said, except possibly a headache.

Symptoms may last for a few minutes to a couple of hours, but they represent a real neurological emergency. Camarata urged listeners to think of them as a "brain attack" and seek emergency treatment, just as people with severe chest pains automatically think heart attack and call 911.

The "window of opportunity" for reestablishing the flow of blood to the brain through surgery, the use of clot-busting drugs, or other techniques is less than six hours from the onset of symptoms. "If it's beyond six hours, then there's really no hope," said Camarata.

"Ten or fifteen years ago, when I was in

medical school, stroke patients came in 24 hours after a stroke," said Camarata. "It was simply a matter of seeing them through this acute period . . . and sending them off to the rehabilitation facility or nursing home."

As I listened to Camarata describe the early warning signs of a stroke, it was as if he were describing my dad in 1976. During a three-day period, Dad lost his keys, which he thought he had put into his pocket (they had fallen to the ground); he couldn't cut his food at a restaurant because his hand was numb; and he fell while getting out of bed—his legs just went out from under him. After checking into the hospital during the middle of the night, he was stabilized by the nursing staff, but it was six hours before he was seen by a doctor in the morning. Even with rehabilitation, he never again used his arm, nor did he ever walk again—and he was only 63 years old.

While it hurts to bring back these memories, there is reason to celebrate. The University of Minnesota is on the cutting edge of stroke research and is leading national efforts to educate the public and medical personnel about strokes, the third-leading cause of death in the United States. Dr. Roberto Heros, head of the Department of Neurosurgery, is chair of the National Neurosurgical Decade of the Brain Task Force, which has undertaken a brain attack national education project. The University is also a participating and coordinating center in the effort to provide urgent stroke treatment.

For those of us who work at the



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

University, defining or giving examples of the University's teaching and research missions to friends and neighbors is usually relatively easy; when it comes to community service and outreach, the task has always been more difficult. That cold winter morning, thanks to Dr. Camarata, the University reached out and delivered its service message to me with an impact that was like being hit on the head.

During this legislative session, we need to remind our state officials that the University academic health center is a treasure that should not be minimized. While only \$100 million of the health center and hospital's \$640 million annual budget comes from the state, the investment pays remarkable dividends.

Through the health center, hospital, and medical school, the University fulfills its land-grant mission—improving health care through research; training new doctors, technicians, and scientists; and educating and serving the public in thousands of very personal ways. And the quest goes on every minute of every day. I like to say that the University of Minnesota is in a cell of one and really can't be compared to other higher education institutions in the state. We need to remember this when the educational pie is divided at the state legislature.

My dad died in 1984, eight years after his stroke. He would be pleased that his story could be told through this column if it means that just one person has a better understanding of the early warning signs of a stroke and seeks help in time to change his or her life.

*By Margaret Sughrue Carlson*





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