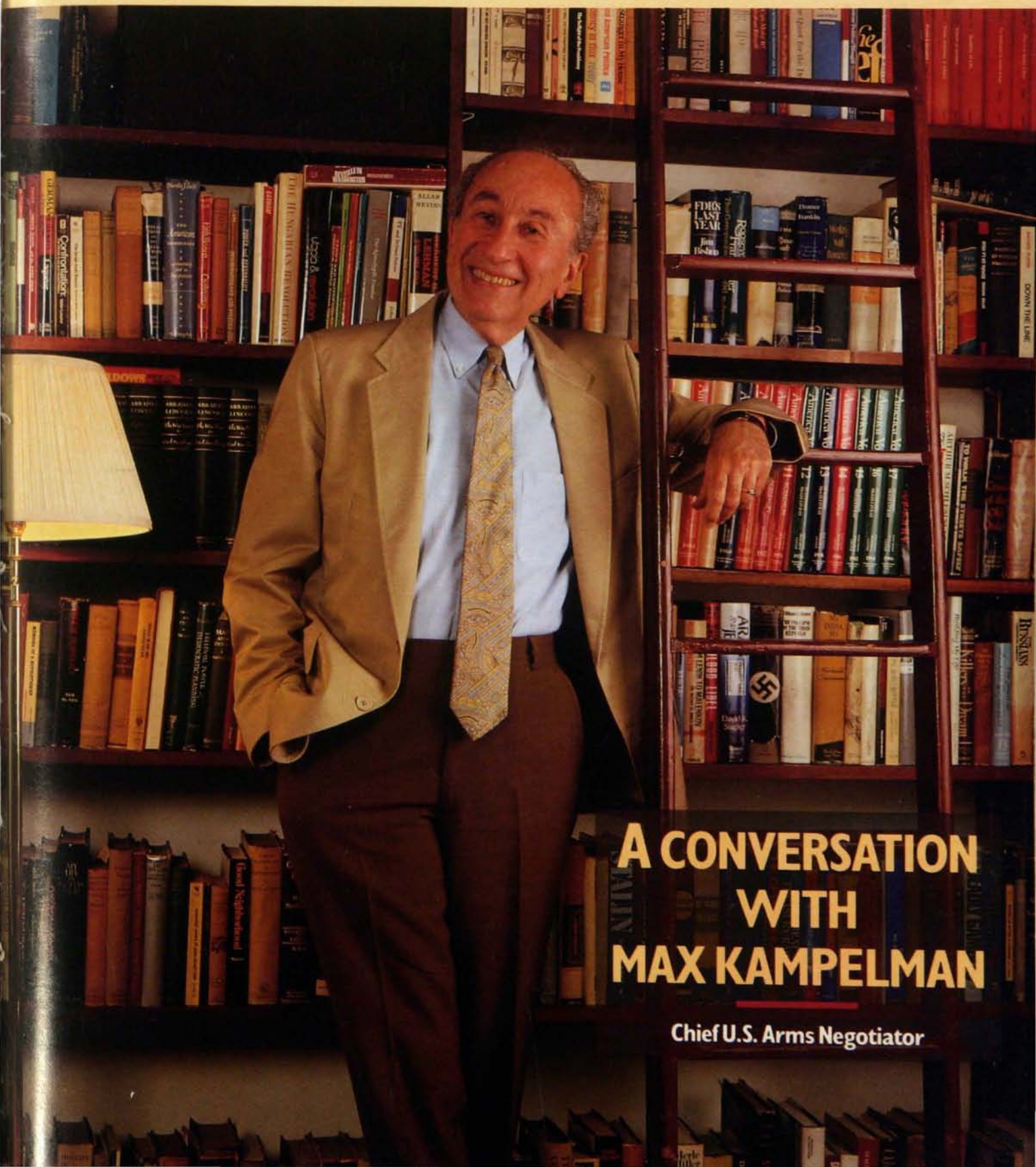


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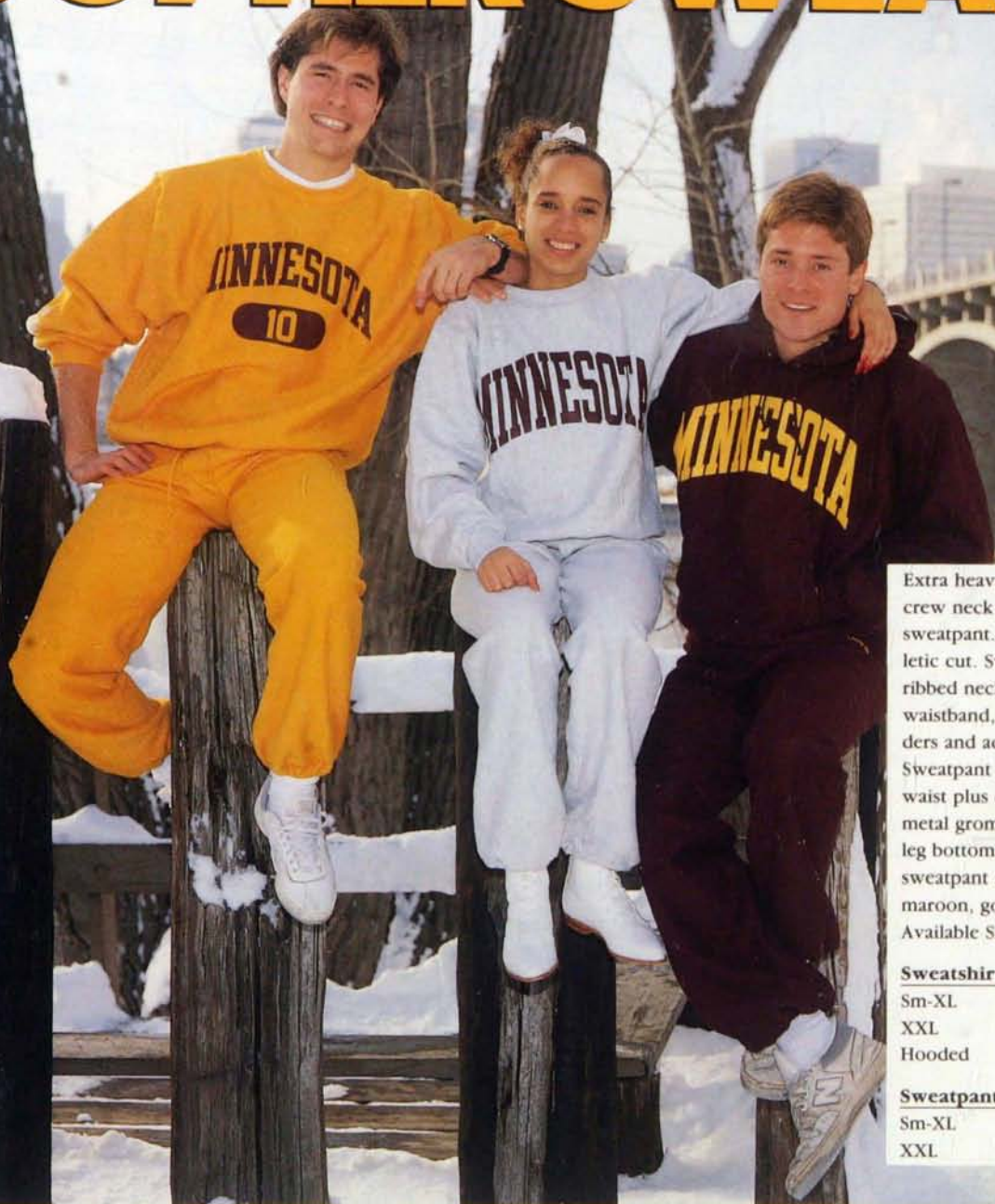
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Production Assistants Pat Aukema, Kathy Fischer
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I N F O C U S

A Russian Cruise

ON THE PORT SIDE, THE sun, which for most of the hazy day had been resting only on a three-spired yellow church, was turning the red-tiled Yugoslavian village into a Millet sunset. To the stern, a gentle breeze was unfurling a picture-perfect postcard of the hammer and sickle of the Soviet flag. For two days we 69 Minnesota Alumni Association travelers had been making our way by Russian cruise ships from Istanbul across the Black Sea, then up the Danube River to Vienna. Along the way, we were to stop at ports of call in Romania, Bulgaria, Yugoslavia, Hungary, and Czechoslovakia.

Before the trip was finished, each of the nations we had simply thought of collectively as Communist bloc Eastern Europe would make its own impression on us. In Romania, where mile-long gasoline lines and an energy shortage dulled the entire city to the 40-watt eeriness of an old movie, the country's past-his-prime leader was turning his city into a personal shrine erecting a new palace. In Bulgaria, guards in high towers kept watch over the river. In Yugoslavia, our guide joked about high inflation, but never mentioned the troubles brewing in Vojvodina. In Hungary, the tour was captivated by Budapest, teeming with bargains and friendly, open people.

As our travel director was performing the mysterious art of passport control with the humorless Romanian border guards, I wondered if everyone's months developed themes.

Only days before I had been writing

this column about alumnus Max Kampelman, chief U.S. arms negotiator for the historic intermediate-range nuclear forces treaty. Kampelman's story, told with skill by John Jenkins, is the longest story we've ever run in *Minnesota*. But it has all the makings of a best-seller that has not yet been written.

Kampelman's University experiences as a World War II conscientious objector who served as a human guinea pig in starvation experiments prompted me to assign a story on the use of human subjects in experiments at the University today. And shortly after that, a controversy arose at the University of Minnesota, Duluth (UMD), where researchers sparked a national debate on the use today of data from Nazi freezing experiments.

Sitting on that Russian cruise ship, I had been struck by Kampelman's statements that he negotiated with his Russian counterparts as brothers in the human race, but he would never rely on trust to keep a treaty. A common mutually beneficial ground between nations, not between the negotiators, had to be found, he said. Back in Minnesota, with daily headlines of unrest in Yugoslavia, Czechoslovakia, and Hungary, I am struck by the fact that like Kampelman, we are all in the midst of history in the making. Like the UMD researchers, we are faced with major ethical dilemmas that shape our society. Some of us choose to sail on through. Others choose to study the world—and participate in destiny.

—Jean Marie Hamilton

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CONTRIBUTORS

LIFE ON THE EDGE

John A. Jenkins lives in Washington and writes frequently about the law for the *New York Times Magazine* and other national magazines. His first book, *The Litigators: Inside the Powerful World of America's High-Stakes Trial Lawyers*, will be published by Doubleday in March.



John A. Jenkins

WHEN THE SUBJECT IS HUMAN—

WHEN THE RESEARCH IS EVIL—

Former *Minnesota* intern **Bjørn Sletto** is a free-lance writer and photographer whose company, Insight Communications, specializes in international cultures, nature, and conservation writing and photography.



Bjørn Sletto

UNIVERSITY STATESMEN

A former associate editor of *Fins and Feathers* and associate editor of the *Minnesota Daily*, **Chris Niskanen**, '88, is associate editor of *Minnesota*.



Chris Niskanen

IN BRIEF

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



Maureen Smith

STRAIGHT TALK

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



Brian Osberg

BREAKING NEW GROUND

Ex-costume designer **Susan Newman**, '75, earned a bachelor's degree in theater arts, with a minor in English. She is a community program associate at the University and a writer.

MEDIA WATCH

Kimberly Yaman is a former assistant to the editor of *Minnesota*. She lives in Coralville, Iowa.



Kimberly Yaman

ILLUSTRATION

Becky Heavner graduated in 1985 from Virginia Commonwealth University with a bachelor of fine arts and communication arts and design. She has illustrated book covers for Harper & Row and for Simon & Schuster, and most recently her work was published in *Ms.* and *New York Woman*. She has received awards from the Society of Publication Designers and the Society of Illustrators.

PHOTOGRAPHY

Twin Cities photographer **Judy Olausen** received her bachelor of arts degree in design from the College of Home Economics in 1967. **Jeffrey Grosscup** is a Twin Cities free-lance photographer. **Tom Foley** is a photographer for University Relations. **Tim Rummelhoff** is a photographer with Biomedical Graphics at the University. **Craig Lassig** is a former *Minnesota Daily* photographer.



Tom Foley

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EQUAL TIME

I REVIEWED WITH interest some of the articles in the current issue of *Minnesota* [July/August, 1988]. It appears to me that the theme of the issue and at least some of the articles are tainted by author bias.

On reviewing your masthead, I am reminded of the old saying that begins, "People who live in glass houses . . ." It appears that only two or three members of your staff administrators are male, and none of them are in top positions. Paul and Steve are the two; Pat is a probably not.

When, if ever, do you intend to do something about that lopsided situation? I suppose your selection of staff is purely on the basis of talent.

HENRY BISSEL
Attorney at Law
Los Angeles, California

YOU INADVERTENTLY SENT me the women's edition of the July/August issue of *Minnesota*. Would you please send me the men's edition of the next issue.

ROBERT S. PARKER
Attorney at Law
Cambridge, Minnesota

I WAS VERY disappointed in this issue [July/August, 1988]. I usually feel proud and informed with your publication.

The feature articles were dull and difficult to read. I do not believe if I was not a woman would I prod through these articles. The pictures made each woman



look hard and unfeminine.

The style of writing was too detailed and the main concepts were obscure. I don't believe this issue promoted women—I think it showed our worst side.

I hope in future publications women, women's issues, and contributions would be done with more class and sophistication. We are deserving and most certainly outstanding in our endeavors.

MAXINE AMUNDSON
Agoura, California

TOP THIS, HARVEY

I NOTICED WITH INTEREST [July/August, 1988] that an article on Harvey Mackay's book, *Swim With the Sharks Without Being Eaten Alive*, [states] that his book-signing party for more than

1,000 people was the "largest book-signing party in Minnesota's history."

In 1957 I "ghosted" George Barton's biography *My Lifetime in Sports*, which was published by my firm, the Olympic Press. George Barton coached Gopher football for more than half a century—from the days of the first Little Brown Jug game with Michigan.

We had an autograph party at Dayton's on the date of publication, and 1,913 patrons were tabulated. George Barton signed more than 3,000 books with lesser signing sessions during the week at the Athletic Club, the 620 Club, and in St. Paul. We may have set a record for local first-day and first-week sales by a local writer.

One former Gopher football star at the autograph party stayed around for a couple of hours and had more than 200 autographs of sports notables in his copy of Barton's book.

STAN W. CARLSON
Minneapolis, Minnesota

THE LONG ROAD BACK

ON A RECENT extended trip, I had the opportunity to read the May/June issue and found the articles of considerable interest. As a supporter of the U of M over the years and as a token contributor to the Minnesota Foundation and the Williams Fund, I have more than a passing interest in the revelations that have taken place.

Having handled the role of an administrator during

my business years, I feel I am well aware of the problems of management. What seems to have confused the individuals who crown Keller with the "visionary" title is that they seem to think that the role should have been the only one for which he should have been held responsible. Not so. As president, he should have been minding the store, and the evidence is overwhelming that it was a neglected responsibility.

Frankly, I couldn't believe that the Foundation had donated money to both the office and residence. Impossible to justify, in my opinion.

The road back is a long one. Hopefully confidence and integrity can be restored.

DEAN B. CARLSON
Minnetonka, Minnesota

ERROR IN OUR WAYS

MY WIFE SAYS I'm too picky, but on page 31 of your July/August issue you said it twice in the same brief article: "preventative." Tsk! Tsk! I almost misspelled it myself! Just to be sure I referred to the *Random House Dictionary* and failed to find any other spelling but *preventive*. Since almost everybody else spells it as you did, we shall forgive you just this once.

IRA H. WILSON, M.D.
San Diego, California

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L I F E O N T H E E D G E

WALK THE HARD LINE
WITH MAX KAMPELMAN, '46, '51,
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AS HE PLAYS ONE ON ONE
WITH THE SOVIETS.
WHEN HE'S GOOD—THE WORLD WINS.

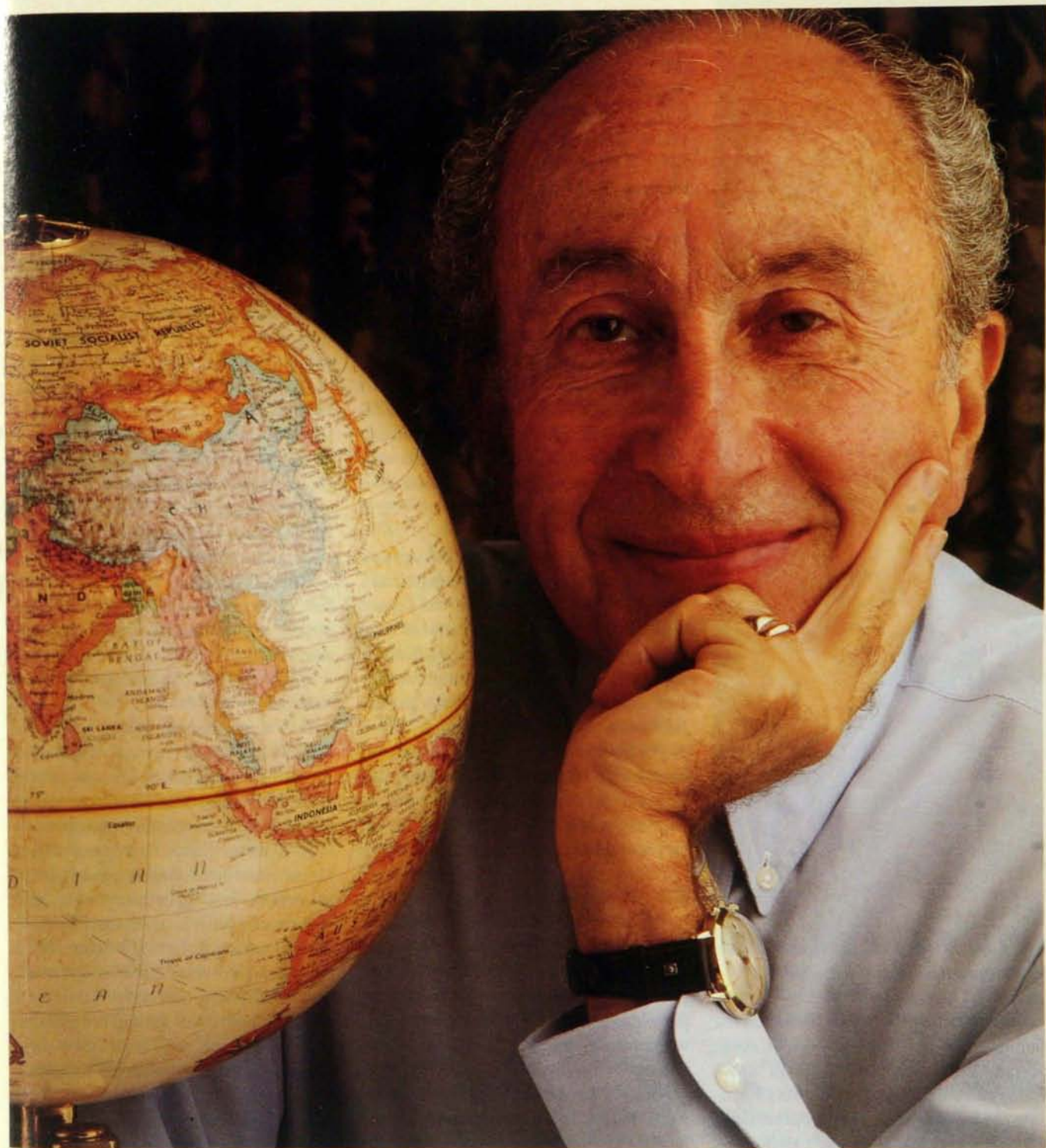
BY JOHN A. JENKINS

WHEN SECRETARY OF State George Shultz stepped into the White House briefing room almost four years ago to announce the selection of Washington lawyer Max Kampelman to lead the three-person team that would negotiate future arms reductions with the Soviet Union, it wasn't long before one of the reporters present expressed skepticism about the new appointee's credentials.

Why Kampelman? the reporter demanded, "who, among the three [candidates], has obviously the least experience in the field of strategic or nuclear arms or space weapons or even defensive [weapons]."

"He's smart," Shultz shot back, deftly silencing his questioner amid laughter all around. "And he's a good negotiator. And he's experienced." Shultz said he'd been impressed by Kampelman's "out-

standing job" as ambassador and head of the U.S. delegation to the Conference on Security and Cooperation in Europe, which took place in Madrid from 1980 to 1983. The Washington lawyer had taken a hard line against the Soviets then, using the Madrid conference as a platform for his own criticism of the internal exile of physicist Andrei Sakharov, and for his insistence that Moscow couldn't improve relations with



the United States as long as it continued to “violate the rules of civilized behavior.”

“So he is really first class,” Shultz said during that news conference.

Anyone who has observed Kampelman’s success in the intervening years would be hard pressed to reach a different conclusion. In December of 1987, nearly three years after Kampelman’s January 18, 1985, appointment as head

of the U.S. arms talks negotiating team, his tenacity produced a triumph: the signing of a treaty between the two superpowers to eliminate their intermediate-range nuclear forces. Never before had the word *eliminate* appeared in the heading of a nuclear-arms treaty.

The INF Treaty, as it’s commonly called, was but one of three arms-reduction treaties that the two coun-

tries sought. Treaties to limit or eliminate strategic nuclear arms and space weapons—they go by the shorthand descriptions of START and Star Wars, respectively—await the next administration. But Kampelman and his team have already prepared the way.

At age 68, Kampelman is a heavy-lidded, elfin man with the unruly white hair of an Ed Koren cartoon figure. He speaks softly—a heart attack several



Max Kampelman relaxes at home.

years ago brought about a more relaxed demeanor—but his views still come across forcefully, and he still commands a listener's attention. Max Kampelman is, after all, a highly opinionated man, just as sure of himself as he is of anything. And he doesn't mind saying so.

Even so, Kampelman's certitude has taken some interesting turns over the years. As a youth, he was a friend of socialist leader Norman Thomas, and he sat out World War II as a conscientious objector. The government eventually assigned Kampelman, at his request, to alternative service as a human guinea pig in a starvation experiment at the University of Min-

nesota. To keep his mind off food, Kampelman studied political science at the University, obtaining an M.A. degree in 1946 and a Ph.D. five years later. By then, he'd gone to work for a young Minneapolis mayor and part-time University instructor named Hubert H. Humphrey, the start of a long association with the Democratic party.

As the years passed, though, Kampelman went through a unique metamorphosis. He had a change of heart about the military, and the conscientious objector turned hawkish: Kampelman joined the marine reserves in 1955 and stayed in for seven years. Still nominally a Democrat, Kampelman founded Democrats for Reagan and became a darling of the hard-liners—a neoconservative soulmate of Jeane Kirkpatrick.

At the time of his appointment as chief arms negotiator, Kampelman retired as the name partner in one of Washington's most successful law firms—Fried, Frank, Harris, Shriver & Kampelman. He is also the founder and onetime moderator of the public television program "Washington Week in Review," and his own cryptic list of board memberships, professional and community activities, honorary degrees, and publications takes up six single-spaced typewritten pages.

I first met with Kampelman at his office in the State Department, where he now also holds the title of counselor in addition to his ambassadorial-level arms-control job. Three days before Kampelman was to leave on another of his regular trips to Moscow, our conversations continued in the first-floor library of his home, a rambling, gingerbreadly abode in the historic northwest Washington neighborhood of Cleveland Park.

We began by discussing a column that William Safire had recently written in the *New York Times*. The column speculated on the "new boy" network that reporters would undoubtedly have to cultivate now that a change of administrations loomed. On Safire's short list of possible new secretaries of state: none other than Max Kampelman.

Q. I wanted to ask you if you saw Safire's column listing you as a long shot for secretary of state in a new Bush

regime?

A. Yes, yes, yes. I saw that. He didn't say Bush.

Q. Republican.

A. Did he say Republican? Well, he also said that people would be calling me up, and I wrote to him and said, "Nobody's called me up." And he said, "It'll take six months for the idea to take hold."

Q. I wonder if you sometimes don't have a schizophrenic feeling [being] a Democrat in a Republican administration. You have, in a sense, a foot in both camps.

A. No, I don't really have a schizophrenic feeling. In fact, I sometimes think that people today, who have strong views on foreign policy, might turn out to be schizophrenic, looking at the political parties. I don't feel bound by one party. I follow what I consider to be a sound foreign policy, consistent with my own ideas and beliefs. And I find that present in elements of both parties and absent in elements of both parties.

Q. What do you mean, "present" and "absent"?

A. The parties are split.

Q. When I asked you this question, it almost sounded to me as if you thought Safire could have been talking about Max Kampelman serving in—

A. —either party. As a matter of fact, I'm not interested. I don't mean to sound immodest, but a few years ago, Mort Kondracke did a piece in the *Wall Street Journal* saying I should be secretary of state in a Democratic administration. I don't really feel that party business at all exists in foreign policy. I regret this, because I think the Democratic party has moved far from where it should be, and where it traditionally has been, in foreign policy. And I think that's accounted a great deal for its significant defeats so often. I'm sorry about that. But my loyalty is to the ideas and not to the party.

Q. You've said that this was the toughest job you'd ever had. What makes it so tough?

A. The responsibility associated with it. The stakes. They're all important issues of national security, national interest—conceivably, the national survival. That's a big burden. On top of that, the issues that I'm dealing with

are very complicated issues. And there aren't simple answers to them. They require a great deal of study, analysis, insight.

Then, to consider what we are, on a broader scope, engaged in, is perhaps the cutting edge of a possible new relationship with the Soviet Union, and the implications of that are great. The combination of all of those, for me, at least, makes it the most difficult job I've ever had.

Q. Is it possibly *the* most difficult job in foreign policy?

A. No, it's the most difficult job I've ever had. Other people are involved in it, in other jobs. The secretary of state is involved in it in a more fundamental way than I, because he has really, in effect, a greater responsibility in our relationship with the Soviet Union.

Q. But he doesn't sit down across the table from your counterparts.

A. He sure does. Not from my counterparts, but from the Soviets. For example, I'm going to Moscow with him soon. He's had, for a number of months, a monthly session with [Foreign Minister Edvard] Shevardnadze on arms issues and other issues. I'm involved now as counselor on other issues as well, besides arms. I certainly don't feel that my job is as difficult as the job of the secretary of state.

Q. Paint for me a word picture of what you do in the negotiations.

A. It has taken different shapes at different periods.

During the first two years, I spent more than half my time, I would guess, in Geneva and some time in other parts of Europe. My days there would require me to engage with the Soviets on a daily basis. We had three negotiations going on simultaneously, beginning with March 1985.

My job was to be overall head of the delegation, which covered all three of the negotiations. Plus, I specifically had the responsibility of one of those three, which was the defense and space area, that I was involved on a daily basis with my Soviet counterparts.

We also had, and still do have, a very large delegation. At that time, with three negotiations under way, we had more than 90 people. It was like being involved in a three-ring circus. We would get ourselves prepared, develop

our positions, and negotiate with the Soviets. Keep Washington fully informed about what we were doing. Absorb what suggestions, ideas, instructions they might have for us. Coordinate.

Q. You were the ringmaster?

A. In a sense, yes. In addition to that, of course, the United States has assumed a major responsibility, dovetailing its foreign policy, particularly in European affairs, with NATO. That meant that we were making constant efforts to keep the Allies informed. I, and my colleagues as well—although I think I probably did more of it than others—[would] go to London, Madrid, Lisbon, even to Helsinki, a neutral country. Talk to the foreign ministers. Talk to the heads of government. Talk to parliaments.

We had frequent meetings at the North Atlantic Council in Brussels. This meant all sixteen NATO countries. There is a permanent council. We have a representative. We met with them twice every round, at a minimum—the beginning of the round and then at the end of it.

That describes, I would say, about 50 to 60 percent of our time in Europe. They were long days. Washington was six hours behind us, and at the end of each day, we'd have to get cables out [so] it was really, at midnight, six o'clock Washington time.

It was a lot of hard work, and beyond the formal exchanges, there are informal exchanges, which are frequently more valuable—particularly as you get past the initial phase.

When I would get back home—when we were not negotiating in Geneva, we'd take breaks—then it would be a little less hectic. But we would be here formulating our positions for the next round.

There are five government agencies that are involved in arms. There is the Department of State, the Department of Defense, the Arms Control and Disarmament Agency—ACDA. Also, the chiefs of staff, a separate operation. And the intelligence agencies.

All of these people are represented at our delegations in Geneva, too. We have, from each of those agencies, representatives on each of the three negotiating groups, although now we're

down to two, as you know—the INF [Intermediate-range Nuclear Forces] is no longer a separate group.

Coordination was called for, here in Washington. As we would evolve policy, there would be periodic meetings with the president and the national security adviser, and as issues moved up, we'd begin working out our new position actively keeping in touch with the Congress.

We really began something new in this negotiation [the 1985 arms control negotiation]. It was based a great deal on my experience heading up the American delegation in Madrid. What I found, when I got on the scene in Madrid, was that the Congress had established, by statute, a commission. Mostly members of the House and Senate, but also including some people from the executive branch. [This commission] paid attention to the Helsinki final act. And as I got involved in this, I frankly concluded that they had more information than the Department of State had. Because in the Department of State you have people getting shifted around from job to job, and memories disappearing, [but they had] a permanent staff, permanent files, permanent interest—and I found a great deal there that was useful to me.

I got permission for them to give me some of their staff people at my meeting in Madrid. And I also recommended to the president, who was then Carter, that the co-chairman of the commission be the vice chairman of my delegation.

Q. Who was that?

A. Dante Fascell, then vice chairman, now chairman of the House Foreign Affairs Committee.

The leading senator was Bob Dole at the time, who happened to be co-chairman. Since they were, in a sense, vice chairmen of my delegation, I had a very good interrelationship with them, and I encouraged the commission to come out and visit us, which they frequently did. I found that this relationship, which had evolved between me and Congress, served me in very good stead throughout the meetings. I had people aware of where I was going, supporting my effort. And when I got to the point, after three years, of being ready to recommend a final agree-



President Reagan sends Kampelman off to a new round of talks.

I'm prepared to acknowledge a change. I'm prepared to say it was the nuclear bomb.

ment, I had a constituency. I also had a public constituency of the sort that you don't get in arms control. I had the ethnic groups, the human rights groups, the civil rights groups.

In any event, [Congress appreciated] that Madrid experience. I worked very energetically with the House and the Senate. Then [for the arms control negotiations] the House and the Senate leadership formed what they called an observer group. It wasn't a commission. From the opening day of the Geneva negotiations, they were there.

They've come out frequently. When I'm back here, I meet with them. When I was in Geneva, Paul Nitze met with them.

Q. Paul Nitze met with them in what capacity?

A. He is an adviser to the secretary of state and to the president on arms control. Nitze, I would say, is the guru of arms control. He is 82 years old. Used to be secretary of defense. Was secretary of the navy. He's had a long and distinguished career. Terrific fellow. He used to head up the INF negotiations, in the old period.

The effort of working with Congress is also something that takes time in this effort. Now by the end of two years, the format and the approach became very clear. I felt that I probably did not have to spend as much time in Geneva as I had spent for the first two years. More and more, the decisions were being made in the capitals. Meanwhile, in August of 1986, Shultz asked me about the counselor's job. We thought about it for a while. At that time, he thought maybe I would have to leave the negotiations to take the counselor's job, and neither of us felt that was a good idea. [We] thought it would be a bad symbol, because I was, at that time, identified in a somewhat positive light.

Q. Did you ask anybody?

A. No, but we talked among ourselves and with the president about this.

Q. What was so important about the counselor's job? What made the need so great?

A. He [Secretary Shultz] felt the need to have me or somebody like me in that job. Larger areas of Soviet-American relations were becoming quite serious. We had lots of problems, lots of issues on the cutting edge. We had problems with the Philippines.

Q. This was before the Iran-Contra affair.

A. No, Contra was in it already, but it hadn't heightened. We had lots of problems, and the State Department has major responsibilities—Shultz has them. At that point, I said to him that I'd already decided that I didn't have to spend so much time in Geneva. We talked it through, and I think about November we decided okay, I'll take on the counselor's job and this will be my main responsibility, but not my sole responsibility, and I'll spend much more time on the rest of the department, too, and I'll go back and forth.

Q. The schizophrenia I was referring to earlier has a chance to arise again. You have the arms negotiations and then all of your other responsibilities as counselor.

A. But by January—it was November when we decided and the president agreed—no announcement had been made. And in January, the Soviets made an announcement that they were putting in a new head of their delegation

who was a deputy foreign minister.

And they were moving the then-head of the delegation, [Victor] Karpov, back to Moscow, where he would head up a separate disarmament office, newly created, in the office of the foreign minister. They'd never had one. And [first Deputy Foreign Minister Yuli] Vorontsov was highlighted as first deputy foreign minister, which he was. They were therefore upgrading the effort, to show seriousness.

Q. You had encouraged them to do this, hadn't you?

A. I had—without in any way slighting Karpov, because I thought Karpov was pretty good. But I did not feel that the political level of their delegation was high enough to have significant political influence in decision making.

As a practical matter, I had complained, quietly, that the level of their delegation, although very competent, didn't [have] the clout that was called for. When I compared that delegation to the delegation I negotiated with from 1980 to 1983 in Madrid, under the Helsinki final act, I felt that *that* delegation really had clout. And I mentioned that... to some of our people here, and I mentioned it, on and off, during our discussions with the Soviets—not as a major point, because these are competent, highly qualified people. In January of 1987, they decided to upgrade it by bringing in, as the head of their delegation, a new man by the name of Vorontsov.

Somebody at the White House thought, Aha! Now is the time to announce Max as counselor! Within 24 hours they announced me as counselor. The *New York Times* reported that I had been promoted to counselor, to match Vorontsov.

A Soviet official was quoted as saying, "He has us to thank." [But] the job of counselor happens to be at a *lower* [diplomatic] level than the level I was brought in as originally for the arms negotiations job.

This was in 1987. In 1987, and so far in 1988, I have concentrated my time in Washington. In 1987, Vorontsov and I met in Moscow. We made an arrangement to meet when either one of us was going to be there. Because he was deputy foreign minister, he had to deal with

Afghanistan, Iran-Iraq. He would only come periodically. We met four or five times in 1987. I made another trip to Geneva in 1987 because Shevardnadze was going to be in Geneva.

We're continuing the same pattern in 1988. Increasingly, the decisions are being made in the capitals.

Q. At some point during this time, you had a heart attack.

A. In March of 1987. That, of course, lent itself to my staying in Washington. But I nevertheless met with him [Vorontsov] four or five times.

Q. How have you been since?

A. Fine. Look, a heart attack does damage. One assumes that. But apparently it can also serve to broaden and deepen and enlarge one's life, if you watch yourself and learn some lessons from it. I'm trying to do that.

That was a year ago. Matter of fact, it got into the newspaper and on television. It appeared in the *International Herald Tribune*, was used on the BBC. It was heartwarming: I got many, many hundreds of letters from all over the world.

Q. Why did they write? Were they thinking of you more in terms of Madrid, or—

A. Of peace! Who knows? I think, more in terms of the arms. Maybe Madrid, too. I hadn't thought about that.

Q. Are there other things that you are interested in, or that you continue to devote time to, as well as your current job? It looks like you've given up a lot of things that you once did.

A. When I took the responsibility, I gave up everything—every nongovernment responsibility I had. I retired from the law firm. Resigned from every board I was on, private or public. Took myself off every advisory committee. I didn't want to have any obligations or calls on me.

Q. Would you say that you're working harder now than you did when you were in your law firm?

A. Yes, this is the most stressful job that I've ever had. No question about it.

Q. How do you manage that stress?

A. Well, I had a heart attack.

Q. Do you think it was because of this job?

A. I think it contributed to it, although

I think living in Geneva, where you can't find a bad restaurant, may have contributed to it, and the fact that I wasn't able to do any walking, for security reasons. I had to be in this bulletproof car. But that was yesterday.

Q. March of 1987 must have been the time that the INF talks were just heating up.

A. It was the beginning of that scheme. There's always an assumption that when the press wakes up to the story, that's when the story begins. But that's not really the case.

Q. I want to slice your answer about the negotiations a different way. Were there distinct phases of the negotiations? I tried to do a pretty extensive look through the literature—your "Meet the Press" transcripts, your news conference transcripts—and I had the idea that maybe there were different phases of those negotiations; that it started out with two sides talking at each other. One of the things you seemed to be saying, in those early days, was, "Look, it takes a long time just to get to know these folks. You've got to spend a lot of hours just sitting across the table from them, before they know you, and you know them, well enough to get down to the nitty-gritty." Were there phases like that? Was there a point where you saw a breakthrough from all that patient work you were doing with them?

A. I began to feel that [way], frankly, at the beginning of the summer of 1985. By June of 1986, I was convinced that their instructions were to work out an agreement with us. I saw shifts in their position, which were signals to me that they were listening to what I had to say and were responding.

Q. What happened in June of 1986?

A. They came in with some proposals that I thought were [the first] serious proposals.

Q. You also used the metaphor of the person who puts a boulder in the way and then removes it: nobody should be grateful for the removal of that boulder when it shouldn't have been there in the first place.

A. You see, they're very good at public relations. They would create obstacles. And then the obstacles would get the attention of political leaders around Europe, who'd put a lot of pressure on: Why are you doing this? Then they'd

get rid of it and get thanked for it.

Q. Can you give me an example of what was happening?

A. They might say, for example: There will be no INF agreement unless there's an agreement on the SDI [Star Wars]. Wrong. Not consistent with the agreement we had with Gromyko in 1985. Not consistent with something they told us in 1985. Then they changed that after Reykjavik. And they put in that condition. Then they move it away, and everybody praises them to the skies!

Q. You were talking about their public relations savvy. I remember when you followed one of the Soviet negotiators on "Meet the Press," and he almost sounded more conciliatory and less hard-line than you.

A. Well, I'm a hard-liner. I have a reputation of being a hard-liner. I am a hard-liner. I don't switch to be in or out of style.

The Soviet position is frequently an obstructive position: They will now appear soft. They will now be hard. They will now threaten. They will now do that. Whatever it is, you listen to it and accept it. I think, for the last few

One

could say that I had an overly idealized view of the world and its problems.

New chief Soviet arms negotiator Yuli Vorontsov and Kampelman open talks.



years, there has been a determined effort—and I welcome it; I'd much rather have that—on the part of the Soviet leadership to *appear* to be extremely accommodating and helpful.

Q. Is it frustrating to you, though? You say you're a hard-liner. Maybe you can think back to that specific incident on "Meet the Press," where the Soviet negotiator came on and appeared to be saying, for the first time, that there was some way to compromise, I think it was, on the Pershing II's. They were trying to get you to respond, and you wouldn't be pinned down. Is that frustrating to you?

A. Not particularly. First of all, I'm not trying to win a debate with them. Because when I get on the air, I don't think of it as a debate. I think of it as an opportunity to explain our position to people who are interested in it, and I also try to keep my ears open to see what I can hear from the Soviets when they are on. What messages are they trying to send us? I try to interpret them. We've gotten a great many things out of that. Messages to people who will pass on messages, instead of directly.

There
are a lot of good
people in this world.
I will bring it as far
as it can go.

In Bonn, Kampelman carried the U.S.
position to Western leaders.



I'd much rather have it direct. But I think, increasingly now, the talking's direct.

Q. Do you like your counterparts in the Soviet Union?

A. You mean, as human beings?

Q. Yes.

A. Some yes, some no. They're like human beings all over. I don't forget that they are representatives of a system that has traditionally, in my opinion, been an evil system. I don't have any hesitation in saying that. I see signs that it might be changing, and I hope it will change. But I have no hesitation in letting them know that I think it has to change for it to become a responsible part of the international community.

Q. When you say that you see signs it is changing, I wonder whether those are simply the same kinds of staged ways that you were talking about earlier: We will now appear to be more open.

A. It's always a possibility. Which is why it would be a mistake for us to assume that they've *already* changed. And I think it's also a mistake to assume that they can *never* change.

Q. The reason I asked you whether you like these guys—and it may seem a little bit off the wall—but in another life I've spent a lot of time negotiating contracts between businesses. And I find when you get deeply enmeshed in a negotiation, you've got to find some common ground. If you don't do that, you're just banging your head against this other person. And I wondered whether you have to do that, too. And how you do it.

A. Yes, you do. You do. But, you're finding common ground not on an individual basis, because the issues are much too significant. They have to be defined as national interests. You have to look for common ground that might exist between nations—in a security context.

Q. What do you do when you find yourself getting impatient, as you must?

A. You either express it or you end the meeting. If I have any religious beliefs, it is in the integrity of the human being. I respect the other person as a human being. It doesn't mean I like him. But I respect him. . . .

Q. Respecting him as a human being means what? He's entitled to as much

space on the planet as you are?

A. And to be treated with dignity, as a human being. In religious terms, to be treated as a brother—a human brotherhood.

Q. I wonder if they feel the same way.

A. I don't know and don't care. I care, but it doesn't affect my attitude. It's the way I am. That, however, would be a distortion of the value if I permitted that to interfere with my beliefs or my accurate perceptions of what the person is saying or presenting. I try to make that very clear. I can express my views, but I do so with respect. I'm not a polemicist, but I'm a hard-liner.

Q. What else does being a hard-liner mean? What else goes along with that?

A. Strong national defense. Not basing agreements on trust.

Q. But on—

A. Verification. Judgment. Analysis. *Not* trust. You can trust the Canadians. We've got an agreement with the Brits on trust.

Q. You would trust people that had earned it?

A. Earned it. And more than people: systems. Relationships. But I wouldn't trust the Soviets. That's what I mean by being a hard-liner.

The first time my wife came to Geneva—and she had not been well when I was there the first time; the second round was early summer—I was having a social function, which I try to do once every while. I decided to do this at the home of the resident ambassador in Geneva. My wife arrived that morning from Washington. That evening at the party, she said to me how shocked she was to learn that after talking to one lady, a very nice lady, a very good conversationalist, to learn that the lady's husband was a KGB agent. And Maggie stopped talking to her. She later renewed it. But the disturbing thing to her, because we had many good friends in the Soviet Union—victims of repression and discrimination; one of them died of cancer because the Soviets wouldn't let her out for cancer treatment. A lot of those people happen now to be free. But they were not free because the KGB was imprisoning them and persecuting them. You never forget that. At least for me, you don't.

Q. Can a system ever, in your mind, atone for something like that?

A. It's not a question of atoning. It's a question of whether it changes. For me. Punishment may or may not have a place.

Q. How was it that she came to begin talking again to her?

A. Well, we talked it through. You have to recognize her as a human being and not forget that.

Q. I was fascinated that when you were at the University of Minnesota, you were a conscientious objector. Again, there's a real contradiction, or an apparent contradiction, between then and now. How do you reconcile those two things?

A. There is an apparent contradiction. There's much that's consistent, but there's much that's not. The consistency is that I was then, and have remained now, somebody who's a strong believer in democracy, and even then, even as a young man, had no illusions about the nature of the Nazi regime—being repressive. But I was then, also, a strong anti-Communist.

What I did feel, then, was that there must be a better way than killing somebody to try to deal with these problems. I suppose that we all still hope that there can be a better way. But I concluded, with the development of the atom bomb, that those, like Gandhi and Tolstoy and the pacifists and Quakers, who thought that the power of love was a greater power, might have been right and may still be right, because I tend to believe this in human relations. But that is not applicable in a world in which it is possible to press a button and kill endless numbers of people, without seeing them being killed—and, therefore, without having the impact that one has in a human relations situation. If the only ones who have that power to kill are those who represent—let's use oversimplified, religious terms—evil systems, whereas the forces of good renounce that, then we're licked. As a political scientist—I began teaching political science in the mid-1940s—and watching Truman's programs develop, I found myself agreeing with the fact that we had to help Greece, we had to help Turkey, we had to send armaments there because the Russian armies otherwise might move in. We have to move our fleet to the Mediterranean; otherwise they would move in. I found

myself agreeing with that.

Q. As you studied this, read more about it, thought more about it in the context of your teaching—

A. Particularly with the nuclear energy, nuclear power.

Q. You didn't just wake up one morning—

A. No, I did not. Also, you have to remember that the atrocities of the concentration camps and the Holocaust were not known in the United States during that time. As they became increasingly known to me, I engaged in a starvation experiment at the University of Minnesota, and we were, in a sense, fortunate in that we would periodically get reports at the laboratory of how the findings from our experiments were being used. We began to see the pictures of the Holocaust. Question: Do you or don't you use vitamins to help supplement when you run into prisoners of war—U.S. prisoners, concentration camp victims. Victims of malnutrition.

Q. I knew you did the starvation experiment. You mean it all had to do with *vitamins*?

A. No, but that was an essential part of it. The purpose of the starvation experiment was to find out how to get people to recover from starvation. You had to starve yourself in order to find out.

But it's an evolution. One could say that I had an overly idealized view of the world and its problems. Whatever the reason is, I'm prepared to acknowledge that. I'm prepared to acknowledge a change. I'm prepared to say it was the nuclear bomb. Maybe it would have happened without the nuclear bomb. I do not know. But there was a consistent view. In 1945, 1946, I began working with Hubert Humphrey within the Democratic Farmer-Labor party in Minnesota, to fight the Communists. I fought the Communists in 1939, 1940, [as a member of] the American Law Students Association, because I looked at the Communists as a system, as I look upon the Nazis as a system, which dehumanizes the human being. And as contrary to democratic ideals and democratic philosophy. I was opposed to it. The question is, the *best* way to oppose it is if you use political means to oppose it. But I concluded



Tension over the holding of journalist Nicholas Daniloff marked the sixth round.

respect the other person as a human being. It doesn't mean I like him.

that given the mechanization of war and the impersonalization of the weapons of war, you needed to have—if the other side was going to have it—a deterrent, which you hoped you'd never have to use. But if you renounced its use, it was useless to you. You couldn't renounce its use. As a result of that, I joined the marines [reserves].

Q. Why the marines?

A. Mostly because there was somebody I knew and liked very much in the United States Senate who had gone through a similar metamorphosis as I did, which was Paul Douglas [of Illinois]. He was a Quaker. And he had joined the marines. He and I talked about this a lot. He said, "Look, why don't you consider talking to the marines. They understand this." So I said, "All right, good idea." And I sat down and talked to them.

Q. Did you go through boot camp?

A. No. They put me in. I was prepared to. I would have had no problem with it. I was a little older. They made me a captain. I did make some trips around with them. I spent a month a year at the Pentagon, doing things that



Soviet Yevgeniy Velikhov and Kampelman appeared on "Face the Nation."

I am a hard-liner.
I don't switch
to be in
or out of style.

they felt I could do to be helpful to them.

Q. You're not a guy who can sit on the sidelines, are you?

A. Well, I'm persuading my wife that I think I could now sit on the sidelines. She doesn't believe it. But I think I could now. My life has not been a life of sitting on the sidelines. It's been a life of active involvement. And an obligation that I felt.

Q. What does that obligation stem from?

A. It's hard to know what it stems from, but it takes the form of an obligation to help make the world a better world. For myself. For my children. For others. I think it's an obligation of citizenship. It's my obligation. I don't want to say that somebody else has that obligation. I have always felt that. I've been very active. I've given of myself a great deal.

Q. When Reagan announced that you were going to be the chief negotiator, someone asked Shultz, in the news conference that followed Reagan's statement, why they'd chosen you. And Shultz said, "Because he's a good nego-

tiator." I'm wondering, what makes for a good negotiator?

A. You have to understand: Shultz and I became friends while I was a lawyer and he was the president of Bechtel. It's because I played a major role in resolving a very significant struggle and fight between the American Jewish community and the American business community with respect to the wisdom of adopting legislation that would prohibit an American firm from wittingly or unwittingly participating in the Arab boycott of Israel.

During the last year of Jerry Ford's administration, there was a terrible fight in Congress. I was not involved. It became an issue during the Ford-Carter race.

After Carter's victory in 1976, I was asked by the then-president of the Business Roundtable, Irving Shapiro [39, '41], who was the chairman of DuPont, and by the president of Citibank, Walter Wriston, if I could look into this question and resolve it, given my contacts in the business community and in the Jewish community.

Q. How did they want you to resolve it?

A. They didn't know how it should be resolved. They wanted me to try to find a way to resolve it. It did nobody any good for the Jewish community and the business community to fight each other. It was an issue that shouldn't be a decisive issue. So I agreed to do it. And I did bring together the Jewish organizations and the business community. Legislation was unanimously passed by the Senate [with] only seventeen votes against it in the House. And the seventeen votes were not against this but against other proposals.

Q. What did the bill do?

A. It made it a crime for an American company to participate in a boycott of another American company, which was boycotted by the Arabs because they were doing business in Israel. No American company could participate directly or indirectly in a boycott.

Shultz was then actively involved on the executive committee of the Business Roundtable. He and I met then. Surprisingly, we had not met when he was secretary of the treasury or secretary of labor or head of the Budget Bureau. We got to be pretty good

friends. He was kind enough, along with the members of the Business Roundtable, publicly to say that if it hadn't been for me, it wouldn't have happened. So he had in mind that experience. He then also became secretary of state, when I finally came out with the first agreement we had with the Soviets, which was in Madrid.

Q. Had you been doing this for a while? Being a Washington lawyer is—

A. I've been a negotiator all this time. I headed up a law firm, but I was primarily a negotiator.

Q. Is this fundamentally different than negotiating with a government prosecutor?

A. It's more difficult. You've got a different cultural format that you're dealing with. You've got a different world of problems that you're dealing with. You also have a very difficult client.

Q. What makes your client difficult?

A. Five government agencies. A Congress. The press. Opposing political party. Allies. They're all your clients. They don't all agree with one another at all times.

Q. I was wondering if you could compare the negotiating you're doing to any kinds of games of chance or risk or skill. Chess? Poker?

A. I'm not much of a speculator or risk taker, by nature. But I have used, publicly, the fact that the great national pastime in Russia is chess, whereas our equivalent is poker. And in poker you play one game at a time. You win it, you lose it, you start the next.

In chess, you don't make a move, if you're a good chess player, without knowing its consequences throughout the whole board. I think that's an advantage that the Soviets have. They do tend to be more conceptual than we are. It's much more a global context. We're getting into that. We're learning that a lot. We are much more globally conscious than we used to be.

We didn't seek world leadership. It was thrust on us, and we were reluctant to accept it. We accepted it. We're learning it. We've taken a lot of hard knocks in the process.

Don't misunderstand me. We don't do it as well as we should. But we do better than a lot of people think. We're still learning. And we're learning this

business.

Q. Do you find yourself conscious of having to play chess instead of poker?

A. No, I don't think of it in those terms. Except I did think of it in connection with this thing. For myself, I can only do what I do instinctively.

Q. So everything that you do is instinctive, going with your gut?

A. Gut. And judgment. You hope it's experience. After all, I know quite a bit about the Soviet Union. I used to teach it. Marxism. Leninism. I've read a lot about it. I follow it carefully.

Q. Do you think they trust you, your counterparts there?

A. I don't act on that assumption. I'll tell you one thing I do believe: they know I don't lie to them. I think they've tested me enough to know that. I'm not a bluffer. I think they take me seriously when I say something. When I say, "We will not go there," I think they've come around slowly to see that, because we don't go there. We *won't* go there.

Q. Is there a sense on your part that all the work that you're doing has got to be wrapped up by November or by January?

A. No, other people can follow it.

Q. But part of what you just told me is a very personal thing. They know you're not a bluffer.

A. But we're far along now. Everybody's got their own style. There are a lot of good people in this world. I will bring it as far as it can go. And it'll be far. We've already brought it very far. And then we'll probably take a photograph of it, so we'll know where it is.

Q. A photograph, in this case, manifested by—

A. Who knows? We haven't figured that out yet. We'll memorialize it as of a point. And then it has to be followed. Other people will follow it.

Q. Would you consider continuing after January?

A. No, I've done my time, and I think a fresh face would be useful. We may have most of it done. We may not. There may be extensive new negotiations.

Q. Were you embarrassed by the *New York Times Magazine* article you wrote in 1985, when you said you were pessimistic about getting an arms agreement?

A. Oh, no. Because I was! [laughs]

Q. You asked them to take your name off it.

A. Completely different issue. And they engaged in what I consider to be very poor journalism. I wrote the piece with Brezinski. I was pleased with the piece. I had no idea I was going to be asked to be the arms negotiator.

Then I get called on to become the arms negotiator. The piece had not yet appeared. And I think to myself, I'm about to negotiate this subject. Had I known I was going to negotiate it, I wouldn't have written the piece. [But I hadn't] wanted the job.

Q. You told them you didn't want it.

A. They didn't offer it to me, but, yes, I got word to Shultz, "Please, I don't want this job."

Next day I get a call: "Mission accomplished." So I relax, go off to Aspen. Then on a Friday, I get a call from Shultz: "In fifteen minutes, the president's going to call. You can't say no."

I said, "Look, I made it very clear that I wish I wasn't asked. But if the president asks, I'm not going to say no." I was very open with him.

Q. You did get called by Reagan?

A. In fifteen minutes. Friday morning. I got on an airplane and came back. At that Saturday morning breakfast, I say to Shultz, "You know, I've got a piece that's coming out in the *New York Times* on this subject. It's going to appear a week from Sunday."

Shultz said, "Well, all right." But Bernie Kalb [the State Department public affairs chief] was there—and I said, "Bernie, I think it shouldn't be. It just doesn't look right. I'm a representative of the United States government. Had I known, I wouldn't have written the piece."

And Bernie says, "I think by now they've got it locked up."

I say, "What's wrong with our calling up and finding out?" Bernie says, "Fine." We go to Bernie's office and call Ed Klein [editor]. I say, "Ed, is the piece locked up or not?" He says, "It's locked up." I said, "Fine." He says, "Why are you asking?" I explained to him why I was asking. "Because if it wasn't locked up, I would have asked you to withdraw my name." I had called Brezinski. He understood it. "But if it is locked up, it's locked up. So be it."

That was it. Nothing to be embarrassed about. No issue involved. There was nothing I wrote that I wanted to retract. It was just what was becoming and what was not appropriate.

Q. But then they said you called.

A. Then they wrote a story!

Q. That said you had called Klein?

A. Yeah! Here is a personal phone call I make to the guy.

Q. When did they do that story?

A. Monday! Klein called up a reporter and gave him the story. And the way it looked, it wasn't properly represented. As Bernie pointed out—because Bernie was there and heard me say this—"You never asked him to withdraw it, Max!" I said, "I know that!" The only question I asked him was, "Is it locked up?"

Q. One last question: What do you see as your greatest personal achievement?

A. I think any human being's personal achievement is the extent to which he can bring up a family and fulfill certain family responsibilities.

Other than that, history decides these things. ◀

I'll tell you one thing I do believe: they know I don't lie to them. I'm not a bluffer.

Soviet negotiator Victor Karpov was soon replaced by a negotiator of higher rank.



WHEN THE SUBJECT IS HUMAN—

WHO SAFEGUARDS THEIR RIGHTS WHEN HUMANS ARE USED IN EXPERIMENTAL RESEARCH AT THE UNIVERSITY?

BY BJØRN SLETTO



THE PUBLIC LEARNS about cancer specialists performing miracle cures and heart-lung experts conducting revolutionary transplants. The media cover psychologists doing groundbreaking studies of inner-city youth culture and education professors making new discoveries about cognitive learning. But none of these projects would be possible without the participants—the human subjects, fragile variables in any research project. Researchers follow stringent guidelines to ensure the safety and welfare of their subjects, but each breakthrough raises entirely new ethical questions concerning the proper use of human subjects—questions that not

even researchers know how to answer.

Only two years ago, Marjorie Hunter's future held only disablement and a slow death. She had already experienced kidney failure, heart disease, and eye disease—all secondary complications related to her decade-long struggle with diabetes.

In December 1986 Hunter's life changed—for the better. She had already had a kidney transplant, and now she underwent an experimental pancreas transplant at the University Hospital and Clinic. The complications of her diabetes far outweighed the potential side effects of both the operation and her consequent use of anti-rejection drugs. She had nothing to lose,

but everything to gain.

Hunter's transplant was a success. "Things have become much better," she says. "My energy level is much higher now because my blood-sugar level has stabilized. My eyesight has improved a little, my heart appears healthy, and I have been able to go back to work and to live on my own. These have been big changes for me."

Hunter, a Chicago resident, says University doctors made it clear that the effects of the pancreas transplant were not fully known. At the time of Hunter's transplant, surgeons with the department of surgery's pancreas transplant program had performed approximately 100 such operations.

“When push comes to shove, the researcher’s ethic is still what’s going to determine whether the subjects’ rights are honored.”

Currently, they have performed 206 transplants; of these, only 63 have been fully successful—that is, the patients no longer need to take insulin. The other 143 patients either rejected their new organ, or it failed for various reasons, and they have had to resume insulin injections.

Hunter is now part of a research project designed to study the effects of pancreas transplant on the secondary complications of diabetes. Every second week she takes a blood and urine test and calls in the results to the University Hospital and Clinic. Once a quarter, she enters a Chicago hospital for more extensive blood tests that help evaluate her blood-sugar level. Based on these tests, the University Hospital and Clinic staff may adjust the doses of Hunter’s immunosuppressant drugs. Finally, once a year, Hunter returns to the University Hospital and Clinic for more extensive testing to determine her overall progress.

Hunter is representative of the majority of human subjects of medical experiments. She suffered from a near-fatal disease, no traditional treatment was available, and she was ready to try an experimental—and potentially dangerous—operation to recover from her ailment. When she faced the choice between leading a short life filled with pain or having an operation that might improve her condition—but also might have unknown side effects—she decided to try the experimental treatment.

An undetermined number of patients are presented with similar choices every day at the University Hospital and Clinic, as well as at other hospitals across the country. Most frequently the decision doesn’t carry as many unknown consequences as the one Hunter made two years ago. Often, patients are asked to participate in experiments where they will use a newly fabricated drug for treatment of their disease. Occasionally they volunteer to participate in

various research projects tracking their recovery following traditional treatment of such ailments as heart disease or respiratory illness.

Perfectly healthy people also consent to participate in similar health-related research. The benefits these subjects receive from the research are usually far less substantial than those of pancreas transplant patients. They may seek to further knowledge about the functions of the human body or—far more rarely—they may do it for an immediate economic gain. In the majority of instances, the risk, if any, to these subjects is negligible.

At the University much research with human subjects falls under the general category of cancer research. Cancer research subjects, who come from every walk of life and all age groups, are often seriously ill and submit to experimental treatment as a last resort. University doctors treat a wide variety of cancers, employing experimental radiation, drugs, and operations. Non-traditional treatments are commonly prescribed by these cancer specialists.

A second group of medical experiments, fewer in number than cancer research, includes studies in hypertension, smoking, exercise, and cardiology. AIDS research, which also falls under this general category, is becoming an ever-greater part of University medical research. Diabetes research and allergy research form the third-largest group of extensive medical research programs.

But research with human subjects at the University is not limited to the medical sciences. The second most common type of research comprises psychological studies. They include the well-known University study of twins and a number of experiments in perception, cognition, and low vision. Other social science studies include extensive research with young children, conducted by the Institute of

Child Development, and studies of social structures among adolescents, conducted by the College of Education.

Approximately one-third of psychology research subjects are University students, many of whom are enrolled in an introductory psychology course and submit to psychological testing to earn extra credit. The rest of the psychology study subjects and the participants in social sciences studies represent a wide range of ages and occupations.

Hunter, like a majority of subjects, benefited from participation in a research project. Although most subjects don’t gain as much from an experimental operation as Hunter did, the majority are usually not worse off after the operation is over. Furthermore, Hunter says she has been treated with respect and consideration at the University Hospital and Clinic. The relatively miniscule number of complaints about researchers’ misconduct reported to authorities attests to the general validity of such a statement.

But it hasn’t always been so. Only a few decades ago, national research involving human subjects was occasionally conducted in a way that was highly detrimental—if not fatal—to subjects. In some studies, scientists injected elderly patients with cancer cells to determine if people could “catch” cancer. Other researchers injected mentally handicapped children at a children’s hospital with the hepatitis virus to study the effects of the disease. Still others prescribed placebos instead of effective medicine to military servicemen with rheumatic fever to investigate the course of their ailment.

But those unethical studies pale beside a U.S. government-sponsored research project that was finally exposed in the early 1960s after nearly 40 years. The project—named the Tuskegee study after the Alabama town where it took place—investigated the effects of

"If the artificial heart works, it will cost a lot of money to give it to everyone. We should have thought about that before we gave it to anyone at all."

syphilis on the human body. Doctors knew that syphilis led to dementia and eventually killed people, but they wanted to study exactly how the disease progressed.

The research subjects were black prison inmates who had syphilis and who had consented to the research after being told they would receive treatment for the illness. Penicillin had been used effectively to treat syphilis since the 1940s. However, the investigators gave the patients placebos—phony treatments—instead of penicillin, allowing the disease to run its course. They then studied the effects of the disease on the inmates.

The Tuskegee study was one of the most important factors leading to the establishment in the late 1960s of institutional review boards (IRBs) to formally peer-review scientists' research projects. Says Arthur Caplan, director of the University Center for Biomedical Ethics and professor of philosophy and ethics, "The government established IRBs because scientists needed to be reviewed by their peers. Peer review became a check on scientists, establishing whether their hypotheses and methods were legitimate and whether they had disclosed all the information they ought to disclose."

The federal government requires that all research institutions using human subjects have effectively operating IRBs. The Department of Health and Human Services conducts on-site investigations of IRBs to assess their procedures and decision making. If IRBs are found inadequate, the federal government may withdraw research funding from the institution.

The purpose of the IRBs—or human subjects committees—is to protect subjects' welfare and to assess the scientific validity of the research project. Their guidelines build on principles stemming from the Nuremberg code—a universally adopted medical code that

emerged after the human rights violations committed by German doctors during World War II. Most importantly, the Nuremberg code—named from the Nuremberg trials where it was first presented—established the need to acquire a research subject's informed consent to participate in a research project and affirms the subject's right to withdraw from the study at any time. Both of these are fundamental principles guiding all current research with human subjects.

The committees, located at all major research institutions across the country and throughout most of the world, comprise academic researchers and members of the nonacademic community. The latter are most commonly ministers or others active in a profession dealing with ethical questions. At the University of Minnesota, IRBs also have student members, in accordance with a policy established by the Board of Regents.

The University has three IRBs: two health sciences committees and one social sciences committee. All research involving human subjects must be approved by these committees. Investigators have to submit detailed research plans—including a consent form to be signed by the subjects—and, depending on the potential danger and quality of the research, the plans are either expedited or reviewed by the full committee. In some cases, where the risks to the subjects are negligible or non-existent, the research is exempt from review.

The benefits of the review process are clear, both for subjects and for researchers. "It is obviously necessary to have such review boards to protect the interests of the patients," says Stuart Jamieson, former director of the University's Heart/Lung Institute and professor of surgery. "I have never had any problems with them. When you have reasonable applications, they are

processed by the review boards without difficulties or undue delays."

William Hrushesky, associate professor of medical oncology (cancer research), agrees: "The IRBs make us aware that what we're doing really is a research project," he says. "They allow us to be honest with ourselves and the patients and to take the necessary amount of time to discuss the treatment or the research project. They protect us as investigators because we have to make sure we use informed patients. I don't think you will find a single researcher who will say IRBs aren't necessary."

Most people involved with IRBs, however, say they do have shortcomings, from the point of view of both the researcher and the subjects. The review process could be more thorough and more efficient, they say, and IRBs could try to obtain more feedback from subjects, not just from researchers. And since the review process, at least initially, is a voluntary one, the slight chance exists that researchers may conduct studies using human subjects without committee approval.

"I think it will always be possible for someone to do unethical research no matter what the committees do," says Larry Lockman, chair of Health Sciences Committee No. 1 and associate professor of pediatric neurology. "And it would be hard for the committee to find out. I'm sure there are some research projects going on right now that the committee doesn't know about."

But according to people involved with IRBs, this illicit research is neither a widespread problem nor one that ought to give cause for alarm. Says Moira Keane, administrative assistant to the University's Committee on Use of Human Subjects, "I believe most researchers are sincere and honest about their projects. Through our review process we have ensured the safety of the subjects. Our reliance on the

"I believe most researchers are sincere and honest about their projects. Through our review process, we have ensured the safety of the subjects."

professional integrity of the investigators has been appropriate."

The major drawback with the committee process, however, may not be what the committees do, but what they don't do. IRBs are charged with assessing the scientific validity of a proposed research project, as well as the potential danger to the research subjects. After judging the merit of the study and determining that the benefits to the subject outweigh the risks, IRBs will permit the researchers to proceed with their studies. Although the committees evaluate the ethical implications of proposed studies fairly frequently, that's not part of their official mandate.

Occasionally, IRBs consult with the University's Biomedical Ethics Committee—an independent committee offering advice on ethical consequences of research. IRB administrators also use the resources of the newly established University Center for Biomedical Ethics. But more often than not, the major societal implications of research remain unknown—not because of lack of attention on the part of IRBs, but because of the lack of time and a forum in which to discuss and make major ethical decisions.

In the future, researchers—and by extension, IRBs—will face ethical questions that challenge the moral foundations of society. For example, what if a researcher wants to try to transplant a liver from a dying baby to another newborn who needs the organ to live a normal, healthy life? Even if the donor baby has no hope of survival, is it right to cut short a life by removing this vital organ? On the other hand, is it right to withhold the transplant to the recipient baby who has a chance to survive, and allow a second death to occur? Is it right to even attempt this project in the first place, when the operation can be done only by a handful of doctors at extreme cost?

Caplan has been promoting the idea

of a national IRB to judge the ethical implications of such major scientific breakthroughs involving human beings. "Such experiments raise unfamiliar questions that an ordinary committee has problems dealing with," he says. "I don't think a local committee is able to assess the cultural, social, and ethical significance of such a project as the first artificial heart implant. If the artificial heart works, it will cost a lot of money to give it to everyone. We should have thought about that before we gave it to anyone at all.

"I don't think it takes special wisdom to solve these questions," he says, "but it sometimes takes more familiarity with the subject of the research than the average committee member has."

Still, these major ethical questions are few, compared with the incredible number and variety of research projects taking place daily at a large research institution such as the University. The vast majority of ethical questions are small and insignificant on a national or even University scale—but they can carry great significance for those directly involved: the subjects and their families.

Imagine, for example, that a couple of researchers are studying drug use among teenagers. To receive the cooperation of their research subjects, they promise them complete confidentiality; the researchers will not reveal their individual findings to the subjects' parents or anyone else.

One of the subjects is a healthy, charming, sixteen-year-old female who'll soon graduate from high school. The researchers call her Janice. A few weeks into the study, Janice confides that she has tried marijuana for the first time. The researchers faithfully record the data and continue their study.

Janice continues to smoke marijuana regularly. Then one day she says she has started using cocaine. Although alarmed, the researchers brush aside

personal feelings and return to their journal. During the next few months, they continue recording Janice's growing cocaine habit.

But her parents start worrying. Their daughter is no longer the same healthy teenager they knew just a few months earlier. Soon they confront the researcher: is something wrong with their daughter?

What is the proper answer? Should the researchers keep their promise to Janice and not divulge their findings to her parents? Or is it their responsibility to tell Janice's parents about her drug habit to help her shake off her dependence?

In spite of volumes of post-World War II regulations, page after page of federal, state, and University guidelines, and one lofty ideal after another, questions such as these have no easy answers. When researchers enter these gray areas, they often have to depend on their own moral values to make what they believe is the proper decision.

Says Caplan, "We have to realize that informed consent and committee review aren't substitutes for ethical responsibility for research. When you have desperately ill people, you can get anyone to consent to anything. When push comes to shove, the researcher's ethic is still what's going to determine whether the subjects' rights are honored."

But according to Caplan, Lockman, and Keane, subjects may rest assured that researchers in general are keenly aware of their ethical responsibilities. More courses are offered in medical ethics, more is written about the topic—increasingly, ethics is becoming part of researchers' everyday lives. Researchers today are more concerned about the welfare of their subjects and the ethical consequences of their research than only a couple of decades ago—and they are preparing for the complex ethical dilemmas of tomorrow. ◀

WHEN RESEARCH IS EVIL—

SHOULD THE RESULTS OF NAZI RESEARCH ON HOLOCAUST VICTIMS BE USED TODAY?

BY BJØRN SLETTO

BEHIND THE COLD, dispassionate pages of a 40-year-old German research report lurk images of incomprehensible horror: dim images of naked, terrified men slowly freezing to death in vats filled with ice water; brilliant images of scientists in white lab coats calmly recording body temperature and tremors in their "subjects"; images of evil thinly disguised under the cloak of science.

At one time, these weren't just images. They were cruel reality for approximately 300 prisoners of German concentration camps in World War II who were selected to participate in experiments designed to test the human body's response to cold.

In these experiments, conducted in the concentration camp of Dachau, prisoners were lowered into vats of freezing water and left there for many hours. To test various methods of rewarming, the prisoners were wrapped in blankets, immersed in hot baths, given alcohol, or warmed by other prisoners who were forced to hold them. Some were systematically frozen to death to study the various stages of freezing.

By the time the experiments had ended, close to 100 people had died.

Documents and research reports detailing the experiments, found when the Allies liberated Dachau at the end of the war, were disclosed to the public in Nuremberg, where the Nazi leaders were tried for their crimes to humanity. But in the 40 years following the trials, the experiments were relegated to obscurity. They and other Nazi experiments are the black sheep of the scientific family—notorious examples

of bad science conducted by demented individuals.

Or were they?

Two University scientists, Robert Pozos, head of the department of physiology and director of the hypothermia laboratory at the University of Minnesota-Duluth, and Arthur Caplan, director of the Center for Biomedical Ethics, have begun questioning people's conceptions of the Nazi experiments. They are not defending the research, they say. They are trying to learn lessons from it—hard lessons that society neglects to learn by sweeping the grisly records under the carpet.

Pozos is a temperature-regulatory physicist. He studies body tremors to gain insight into the workings of the central nervous system. Through his studies of shivers he became interested in hypothermia—the study of subnormal body temperatures. Pozos is now an internationally recognized expert in the field. Although science has progressed enormously in the 40 years since the Dachau freezing experiments, Pozos believes he can learn something from the Nazis' research—knowledge that may help him save lives.

The Nazi experiments were commissioned because German pilots who were shot down over the North Sea perished in the freezing waters before they were rescued. The experiments were conducted according to the scientific standards of the time by people who cared a great deal about the accuracy of the data, says Pozos. Pozos wants to analyze and republish the information gathered from these experiments to determine the data's accuracy and applicability to current

hypothermia studies. By doing this, he hopes to find information that could help him develop resuscitation techniques and protective clothing for people exposed to extreme cold.

Other researchers, however, have questioned the validity of the data. They argue that the research procedures were faulty, that the Nazi doctors failed to control all variables, and that today's techniques for rewarming people who have been exposed to cold are more efficient than the German methods.

Pozos's decision to analyze the Nazi research poses questions of far greater magnitude than whether the Dachau data is reliable or not. Scientists, ethicists, experts on the Holocaust, and members of the general public have joined in debate over a much more fundamental issue: will using the information help or harm humanity?

Pozos says he personally wrestled with these ethical dilemmas over and over again. "I asked myself whether I should use the data, or hide it and not help anyone," Pozos explains. "If I used the data, would I legitimize the Nazi crimes and encourage unethical research? Could something good possibly come from evil?"

Caplan, the University's own medical ethics expert, thinks so. After being consulted by Pozos about the ethics of analyzing and republishing the freezing experiments, he delved into reports, papers, and books detailing the Nazi medical crimes. Although it has been chilling reading, Caplan has found more than gruesome tales of incomprehensible crimes. He has found detailed scientific reports by renowned doctors



who allowed the murders of innocent people—doctors who were not quacks, nor the likes of Josef Mengele, but experts.

“The freezing experiments were done by reputable scientists,” he says. “Two of them had appointments at the University of Kiel, one of the leading universities of the time.”

By bringing the Nazi research into the open and initiating a public discussion, both Caplan and Pozos hope to educate their peers and the public and sensitize them to ethical issues surrounding research with human subjects. But most of all, they want people to finally confront the Nazi crimes and try to comprehend the unthinkable: that only 50 years ago, when Germany stood at the apex of Western civilization, highly educated medical experts argued that torturing and killing a few people in the name of research for the good of many was ethically justifiable.

When the German doctors went on trial at Nuremberg, Caplan says, “They

didn't stand up and say, ‘We made a mistake, we are sorry.’ They got up and said, ‘What we did was the right thing. The benefits to the pilots were greater than the cost to the prisoners.’”

Although these were callous arguments representative of a widely accepted contemporary philosophy—utilitarianism—other things bother Caplan and Pozos even more. What worries them the most is that these arguments, in all their cold logic, can be heard today in the academic corridors of the University of Minnesota. “People come up to me,” Caplan says, “and they say, ‘Why don't we experiment on condemned prisoners? Wouldn't it be worth killing twenty people by testing a new AIDS vaccine if we could cure the disease?’ Where do you draw the line? The argument is not 40 years old; it is here today.”

Whether or not the Nazis' wartime experiments yielded data that could help save lives today, they did make one significant contribution to today's medi-

cine. They forced scientists and the community at large to rethink the moral foundations of human experimentation and set stricter rules governing the conduct of human experimentation.

The Nuremberg trials gave rise to the theory of informed consent, which assumes that the best protection against utilitarianism is to require the individual's informed permission before research can be carried out. Informed consent still forms the foundation of all experimentation with human subjects and was the most significant step in preventing unethical research that emerged from the Nuremberg experience.

In most developed countries today, research subjects also have the right to withdraw from the research at any time, while the research project itself has to meet peer approval by institutional review boards (IRBs)—a diverse group of individuals assigned to protect research subjects' welfare and assess the scientific validity of the research project.

"If I used the data, would I legitimize the Nazi crimes and encourage unethical research? Could something good possibly come from evil?"

IRBs are the most significant check on researchers' ethical conduct in research with human subjects. But some research proposals raise questions that are beyond the realm of IRBs—ethical questions with profound significance for the very moral foundation of our society. Pozos's proposal to republish Nazi research data involves one of those questions.

Although Pozos could have used the Nazi data without bringing his ethical dilemma before the public (other researchers have referred to the freezing experiments in the past; up until the 1960s they were required reading in some European medical schools), his high ethical sensitivity made him stop and ask himself, his peers, and the public: Would using the data somehow infect our own society with the immorality of the Nazi era?

The answers have been mixed.

Kathy Nolan, associate director for medicine at the Hastings Center, a medical ethics think tank in Briarcliff Manor, New York, is one of the opponents of using the data. Although this is a most difficult area of research ethics because of the strength of the opposing arguments, she says, the danger to the morality of our society if Pozos uses the data outweighs the potential medical benefit to individuals.

"To use information that is obtained in a bad way is in some sense to validate the process or the people who conducted the research," she says. "Even if the information was useful—which I doubt because it was obtained so long ago—one's refusal to bring it into our world makes a very profound statement about how wrong this was. The worth of the information must be equally profound to justify using it. I still haven't heard of a research need that is so striking."

But Pozos argues that the potential of saving human lives is a striking research need. He maintains that republishing the information and

including a statement in the research report condemning the heinous way the data was gathered will make a more profound statement than hiding the information and not saving any lives.

"By using the data," Pozos says, "I can save human lives. When people are caught in a blizzard, they need all the data they can get. I can also correct misconceptions that could have a bearing on what we know in hypothermia. And finally, I think that republishing the information and initiating a public debate will help sensitize the public and the next generation of scientists and give them a higher moral awareness."

Other people, however, say that Pozos's dilemma is a question of values and that the highest value is not knowledge, but morality. Dennis B. Klein, director of the International Center for Holocaust Studies of the Anti Defamation League in New York City, says the immorality of the Nazi research rules out any consideration of the data whatsoever, even if the information would save lives. Instead, scientists should pursue other means of obtaining such information.

"I recognize the sincerity on the part of Pozos," he says. "He would never use the data without mentioning the horrible way it was gathered. But that is not enough. This means of recognition can't possibly balance the weight of immorality and indignity that fueled that research in the concentration camps. It is sufficient only to reject it altogether. You should always learn from what happened then, but not try to distill something good from something inherently evil."

"Our object is to preserve certain sacred values," he concludes, "and the value that stands above all is the sanctity of human beings."

Aaron Breitbart, senior researcher at the Simon Wiesenthal Center in Los Angeles, says he agrees with Klein: the value of a human life is, indeed, the most sacred of all values. But he hasn't

arrived at the same conclusion.

"I think the data should be used if it can save people's lives. Morality says this data was gathered unethically, but morality also says it's immoral not to use this information if it can save lives," he says. "The way the data was collected was unethical, but the question is: do you therefore ignore the data? What would you do if a close relative of yours could be saved after an accident only if this information was used?"

Although the debate is likely to continue as long as people remember the Nazi era, the "right" answer will probably remain as elusive as the images of the prisoners dying in the vats of ice water in Dachau 40 years ago. But the discussion did bring forth one conclusion. The intensity of the reaction that followed Pozos and Caplan's proposal to republish the Nazi documents showed that the horrors of the Holocaust haven't diminished—that our society is zealously guarding its values.

The national public debate and the widespread ignorance about Nazi medical crimes made Caplan and Pozos decide to devote the Biomedical Ethics Center's yearly public conference, held May 17, 18, and 19, 1989, at the Radisson University Hotel, to the ethical issues raised by human subjects experimentation during the Holocaust. They have found that the morally repugnant medical research conducted in Nazi concentration camps may still have a lesson to teach people today.

Says Caplan, "What bothers me is that my colleagues and peers don't know who did these experiments or what really went on. I don't blame them—I wasn't taught how these experiments were done, either. People today just say it was all bad. They assume that we somehow have gotten beyond all this. They think that whatever happened back then is past; it doesn't speak to us anymore. But I don't think so. I think it still speaks to us, but we don't listen to it."

LEGISLATIVE AUDITOR James Nobles reported to the regents on management problems and high costs in the University's physical plant. The report "documents some very serious problems," regent David Lebedoff said. "Our job today is to face our problems squarely and take decisive action to solve them." Interim University President Richard J. Sauer said the auditor and the University administration are "on the same track" in "working toward solving some long-standing problems."

The University Financial Review Committee was established to develop a comprehensive report on the University's current financial condition and recommend any needed changes in how the state reviews University operations. The ten-member committee, headed by Sauer, will meet several times before year's end. Other members are state auditor Arne Carlson, commissioner Thomas Triplett of the Minnesota Department of Finance, regent Elton Kuderer, professor Warren Ibele, representatives Lyndon Carlson, Phillip Riveness, and Gloria Segal, and senators Glen Taylor and Gene Waldorf.

Interim President Sauer announced four administrative changes to improve accountability in the physical plant. Effective immediately, Physical Plant Operations will report to the vice president for finance and operations. Additional staff will be assigned for financial management in the physical plant, specific objectives for management will be presented to a regents committee in October, and a timetable has been set for progress reports to the Legislative Audit Commission.

Thorny issues remain unresolved. The auditor recommended that the regents reconsider their policy of paying prevailing wages to shop workers. In theory, the workers are hired on a day-to-day basis when work needs to be done, Nobles said, but the reality is that "you have virtually a full-time work force, paid wages designed for con-

struction work that is typically more seasonal." Regent David Roe objected strongly to the idea that the way to solve the University's problems is to pay skilled workers less.

The regents raised concerns about the proposed biennial request that they are scheduled to finalize in October. The big issue is whether a 19.4 percent funding increase would result in a prohibitive tuition hike. University officials want the state to reexamine its policy requiring that tuition cover 33 percent of instructional costs.

At their July meeting, the regents approved "Academic Priorities: Next Steps," a document singling out the recommendations in *Academic Priorities* that required regential action. *Academic Priorities* is the programmatic phase of Commitment to Focus for the Twin Cities campus.

Several colleges will be combined into a **Faculty of Arts, Sciences, and Engineering**, and a vice provost for the arts, sciences, and engineering will be named. The colleges reporting to the vice provost will be the College of Biological Sciences, the College of Liberal Arts, General College, the Institute of Technology, and University College.

The candidate pool for the new president totaled more than 200 when nominations closed September 1. Biochemistry professor Victor Bloomfield, who is chairing the Presidential Search Advisory Committee, expressed the hope that "we'll have a president by Christmas," but committee member Vernon Ruttan said that sounded "very unrealistic."

Protecting the privacy of all candidates until the finalists are named is a major concern of the committee, both because the law requires that names be kept private and because leaks could undermine the search.

Interim President Sauer visited a number of Minnesota towns during the summer, meeting with media and appearing at public forums. Sauer visited LeCenter, Rochester, Grand Rap-

ids, Waseca, Mankato, and his hometown of Walker in June. In July he was in Brainerd, Virginia, Hibbing, and Duluth, and in August and early September, in Worthington, Willmar, and Crookston.

Interim President Sauer dismissed **Paul Giel** from his job as men's athletic director July 5. Sauer also announced that he was moving responsibility for intercollegiate athletics from vice president Frank Wilderson's office to his own office. Law School dean Robert Stein, who has extensive experience with University athletics, agreed to oversee men's and women's intercollegiate athletics.

A search committee, headed by educational psychology professor Jack Merwin, was asked to recommend an unranked list of at least three candidates for a permanent athletic director to Sauer and Stein by October 1.

Rumors of anti-Semitic comments by regent Charles McGuiggan were cited in "A University at Risk," an article in the August *Twin Cities* magazine. In the July 22 *Star Tribune*, political science professor W. Phillips Shively confirmed that he told former President Keller about a conversation in which McGuiggan made anti-Semitic comments to him. McGuiggan denied the allegations. An investigation is being conducted by Pat Mullen, director of the Office of Equal Opportunity and Affirmative Action, at the request of the board of regents.

Preston Townley, dean of the Carlson School of Management, resigned August 24 to become president and chief executive officer of the Conference Board, a New York-based management information organization.

The National Science Foundation (NSF) designated the University's **Center for Interfacial Engineering** an Engineering Research Center in August. The designation makes the center, in the Institute of Technology, eligible for up to \$12 million in NSF funds over five years. ◀

DOUBLE PLAY

Nancy Segal, assistant director of the Minnesota Center for Twin and Adoption Research at the University, appeared on "CBS This Morning" in a segment about an annual twins gathering in Twinsburg, Ohio. Segal, who in addition to her University twins research role is editor of *Twins* magazine, discussed a series of special studies on twins performed at the University. The studies, she said, demonstrated that genetics plays a strong role in determining many life-shaping characteristics, such as personality, preference, and temperament.

ART AND SOUL

The *New York Times* touted the work of a new artist and news of her first show, but this "new" artist, **Atlanta Constance Sampson**, is 91. Sampson, who graduated from the University of Minnesota in 1925, was discovered by a marketing consultant, Owen Ryan, who happened by one of Sampson's works in the window of a New York delicatessen. Ryan stopped inside to inquire about the work and was introduced to the artist, who told him, "That painting's not for sale, Sonny." Sampson told Ryan she was taking the painting home to Toeterville, Iowa, where she was resettling after living for decades in New York. She changed her mind later, however, and the result was a May exhibition at the National Arts Club on Grammercy Park, where many of her more than 600 works were on display and more than \$200,000 worth were sold. Sampson, in the meantime, has returned to Iowa to live near her sisters, ages 96 and 86.

A BOOK WITH BITE

Harvey Mackay, '54, turned a failing envelope company into a winner with his can-do attitude. And now the Minneapolis businessman has licked the book-writing business with a how-to-guide to success. Mackay's *Swim With the Sharks Without Being Eaten Alive* has spent several months on the best-seller list and, according to *USA Today*, has earned Mackay another win: the highest price ever paid to a first-time author for paperback rights.



A MATCH MADE IN HOLLYWOOD

People magazine's cover featured a wedding portrait of one of Tinseltown's favorite couples, **Burt Reynolds** and **Loni Anderson**. Anderson, who graduated from the University of Minnesota with a degree in education, and Reynolds have adopted a child.

LITTLE PATRIOTS ON THE PRAIRIE

Garrison Keillor, '66, wrote *Newsweek's* July 4 cover story on America's birthday. Keillor wrote about the nostalgia associated with the Fourth of July in the context of his Minnesota upbringing, and of the people who "make an adventure on our behalf, showing us by their struggle how precious beyond words freedom is, and if we knew their stories, we could not keep back the tears."

THE BEAUTY OF THE BEAST

Fairy tales can come true... at least, in Hollywood. And actor **Ron Perlman**, '73, knows this better than most. Perlman plays the leonine hero, Vincent, in CBS's Emmy Award-winning "Beauty and the Beast." In a *TV Guide* magazine interview, Perlman discusses how the show's half-man, half-beast Prince Charming has become a sex symbol: "More than 95 percent of the people who write to me are women," he says. "[They] say that Vincent is the ultimate fantasy lover, someone who

asks nothing in return but gives 110 percent.... This guy is so romantic and heroic and poetic, it's like playing Hamlet every week." Turning Perlman into the lionlike Beast takes several hours, but long hours spent in extensive makeup are familiar to Perlman, whose other successful roles have included a hunchback in *The Name of the Rose*.

THE BOOK OF LOVE

If there ever is a definitive book on love and how it works, it may be written by University of Minnesota researchers. Prominently featured in *Cosmopolitan* magazine's research on the topic were University psychologists **Ellen Berscheid** and **Elaine Hatfield**. Berscheid, whose \$84,000 grant to study romantic love was lambasted ten years ago by Wisconsin senator William Proxmire, confesses that after twenty years of studying the subject, she still doesn't really know what love is. "But," she adds, "if forced to face a firing squad, I would whisper, 'it's about 90 percent sexual desire not yet sated.'" Hatfield, who now teaches at the University of Hawaii, designed an experiment to investigate the role appearance plays in romantic attraction, and discovered that men and women care equally about their dates' looks.

DOCTORING GRADES

Several national publications, including the *Washington Post*, *USA Today*, and the *Chicago Tribune*, and all three network national news programs carried the story about the belated award of a doctoral degree to **Frank P. Bourgin**, '30. Bourgin relinquished his plans for an academic career when his mentors at the University of Chicago told him his doctoral thesis on the roots of the New Deal wasn't good enough for the degree. But in a rare occurrence, spurred by the intervention of noted historian **Arthur Schlesinger, Jr.**, the university acknowledged that it made a mistake. The political science department reread his 43-year-old dissertation and concluded that Bourgin, now 77 and retired five years from a career in business and the federal government, earned a Ph.D.

COLLEGE OF AGRICULTURE

'50 **Noel H. Goss** of Austin, Minnesota, has retired as corporate manager of the sanitation operations group at Hormel. Goss had been with Hormel for 36 years.

SCHOOL OF DENTISTRY

'70 **Gerald Hjertstedt** of Coon Rapids, Minnesota, has joined Group Health and will staff the White Bear Lake Dental Clinic. Prior to his appointment, Hjertstedt worked in private practice and prepaid dentistry.

'83 **Thomas Kollodge** of New Hope, Minnesota, has joined the dental department at Group Health's Riverside Medical Center. Kollodge, a general dentist, had previously worked in prepaid dentistry.

GRADUATE SCHOOL

'37 **Claude H. Hills** of Flourtown, Pennsylvania, has received since 1975 a total of four gold, three silver, and thirteen bronze medals at the World Veterans Track and Field Championships, which are held every two years in Melbourne, Australia.

'53 **L. B. Wallerstein** of Chevy Chase, Maryland, has received a Ph.D. in economics and social sciences in June of 1988.

'58 **Warren G. Kinzey** of Tarrytown, New York, has been appointed program director of Physical Anthropology at the National Science Foundation in Washington, D.C. Kinzey will take a two-year leave of absence from the City University of New York where he is professor of anthropology.

'61 **Don L. Neer** of Fresno, California, has retired as executive director of the Trophy Dealers and Manufacturers Association. Neer, who has been involved in sports-affiliated associations for the past 40 years, joined Trophy Dealers of America Association in 1974, which has since merged with American Awards Manufacturers Association.

'63 **Terry B. Kinney, Jr.** of Pomfret, Maryland, has received a Commander of Agricultural Merit, the highest honor for agricultural service awarded by the French government. Kinney previously served as administrator of the Agricultural Research Service in the U.S. Department of Agriculture.

'68 **Berard L. Marthaler** of Washington, D.C., has been appointed assistant academic vice president for graduate programs and research support at the Catholic University of America (CUA). Father Marthaler served for almost fifteen years

as chair of the department of religion and religious education at CUA since joining the faculty in 1963.

'71 **Francis A. Kulacki** of Fort Collins, Colorado, has been named fellow of the American Society of Mechanical Engineers. Kulacki is a professor of mechanical engineering and dean of the College of Engineering at Colorado State University.

'75 **David M. Nichols** of Cullowhee, North Carolina, has received a 1988 Fulbright Scholar Grant to develop ceramics and glass programs at two colleges in New Zealand: Otago Polytechnic and Wanganui Regional Community College. Nichols joined the art department faculty at Western Carolina University in 1975, and has been an artist in residence since 1977.

'76 **Marlene Fondrick** of Apple Valley, Minnesota, has been named vice president of patient care services at Children's Hospital of St. Paul. Fondrick was previously director of the perinatal center at Children's Hospital and United Hospital, and has held supervisory positions at Abbott Northwestern, Fairview-Southdale, and the University of Minnesota Hospital and Clinic.

'77 **Erwin K. Geigle** of Wayzata, Minnesota, has been promoted to president and chief operating officer of DCA, a subsidiary of United HealthCare Corporation. Geigle has also been elected a member of the board of directors of DCA.

'77 **Walter J. Ralston** of Minneapolis has been appointed associate professor of biology at Bethel College in St. Paul.

'77 **Barbara Lomas Rusterholz** of Winona, Minnesota, has been promoted to associate professor at the University of Wisconsin, La Crosse. Rusterholz has served on the faculty of the foreign language department since 1978.

'81 **Frank Blum** of Rolla, Missouri, has received the Faculty Excellence Award from the University of Missouri, Rolla. Blum, who is an associate professor of chemistry, was one of twenty faculty members rewarded for exemplary teaching, research, and service to education.

'82 **Diane M. Matson** of St. Paul has been awarded a \$10,000 Doctoral Scholarship Grant by the Peat Marwick Foundation. Matson, who is a doctoral student at the University of Minnesota, is one of ten recipients nationwide to receive the scholarship, which is awarded annually to individuals with business or accounting experience who plan to pursue advanced degrees or teaching careers.

'82 **Robert P. Olson** of Richfield, Minnesota, has been appointed assistant professor of the business and public administration center at Metropolitan State University. Olson has previously served on the faculties of the University of Wisconsin-Stout, and the University of Minnesota.

'83 **Kimberly Contag** of St. Paul has been appointed instructor of Romance languages and literature at Carleton College in Northfield. Contag has previously served as teaching associate of Spanish and Portuguese languages at the University of Minnesota.

'83 **Peggy A. Sundermeyer** of Euless, Texas, has been appointed assistant dean of the M. J. Nealey School of Business at the Texas Christian University. Sundermeyer has previously served as instructor at the University of Texas at Arlington.

'85 **Timothy Becker** of Minnetonka, Minnesota, has been named manager of the litigation support services practice of Ernst & Whinney in Minneapolis. Becker was previously vice president and treasurer of CNI Corporate Finance.

'85 **Maythee Jensen Kantar** of Minneapolis has been appointed instructor in the communications center of Metropolitan State University. Kantar has previously served on the faculty of the College of St. Catherine and the College of St. Thomas's joint department of communication, telecommunications, and theater, and was an instructor in the education department at the University of Minnesota.

'87 **Sue Behm** of Minneapolis has been named account assistant for Campbell-Mithun.

'87 **Daniel Gilbert, Jr.** of Lewisburg, Pennsylvania, has been appointed assistant professor of management at Bucknell University.

'87 **Frederick Singer** of Minneapolis has been named to the faculty of Carleton College in Northfield, Minnesota.

'87 **Nathan R. Wetzel** of Minneapolis has been appointed instructor of mathematics at Bethel College in St. Paul.

COLLEGE OF EDUCATION

'69 **D. Bruce Johnstone, Jr.** of Buffalo, New York, has been named chancellor of New York's state university system. Johnstone, who is a specialist in education economics, has previously held various administrative positions at the University of Pennsylvania and the Ford Foundation, and also was an administrative assistant to Senator Walter Mondale, assistant director of the

University of Minnesota Center for Economic Education, and a high school teacher.

'69 **Lois A. Lindbloom** of Northfield, Minnesota, has been elected to the board of regents of Bethel College and Theological Seminary for a five-year term. Lindbloom is a psychologist and director of the counseling center at Carleton College.

'75 **Virginia Wolff** of St. Paul has joined Group Health's department of family practice at the White Bear Lake Medical Center. Wolff was previously a counselor in an outpatient chemical dependency treatment center in Rochester, Minnesota.

'86 **Elaine Gunderson** of Roseville, Minnesota, has been appointed instructor in education at Bethel College.

LAW SCHOOL

'60 **Ralph Strangis** of Minneapolis has been elected to the board of directors of UAL Corporation, the parent corporation of United Airlines. Strangis is a member of the firm of Kaplan, Strangis and Kaplan, P.A., of Minneapolis.

'61 **Byron D. Olsen** of St. Paul has joined Felhaber, Larson, Fenlon and Vogt, a Twin Cities-based law firm. Olsen, who has spent nearly twenty years practicing at major transportation companies, will specialize in transportation law, and general corporate law and litigation.

'66 **Kenneth A. Malvey** of Hastings, Minnesota, has been named counsel for the Midwest Children's Resource Center at Children's Hospital of St. Paul. Malvey has previously served as assistant county attorney in the civil division for the Dakota County Attorney's Office.

'81 **Mark D. Meyer** of St. Paul has been named principal of William M. Mercer-Meidinger-Hansen of Minneapolis. Meyer had previously been a benefits consultant since 1979, and a lecturer for Minnesota Continuing Legal Education, Twin Cities Personnel Association, Association of Certified Employee Benefits Specialists, and the Conference of Actuaries in Public Practice.

COLLEGE OF LIBERAL ARTS

'60 **Hans H. Knoop** of Columbia, South Carolina, has been promoted to assistant vice president for university relations at the University of South Carolina.

'69 **Daniel P. Jaffe** of Clayton, Missouri, has been named associate at Husch, Eppenger, Donohue, Cornfeld & Jenkins. Jaffe had previously served as associate at Armstrong Allen Prewitt Gentry Johnston & Holmes in Memphis, Tennessee.

'71 **Betty J. Haslett** of Newark, Delaware, has been appointed professor of communication at the University of Delaware.

'72 **Ellen Dorle** of Columbus, Ohio, has been named director of marketing for annuity and pensions at Nationwide Insurance in Columbus. Dorle was previously administrative officer, marketing director, and managing life underwriter for various companies in the St. Paul Insurance Group.

'74 **John E. Jacobsen** of Blair, South Carolina, has been decorated with the Meritorious Service Medal. Jacobsen, a U.S. Air Force major, is stationed in New Mexico.

'75 **Harry Edwin Eiss** of Manchester, Michigan, has been appointed assistant professor in the English language and literature department at Eastern Michigan University.

'77 **Steve Morawetz** of Minneapolis has been named senior account executive in the investor relations/corporate affairs group of Padilla, Speer, Burdick & Beardsley. Morawetz had previously held a similar position with Wallace Public Relations, a subsidiary of Ruhr Paragon.

'79 **Robert J. Ethen** of Madison, Wisconsin, has been promoted to sales manager for the microwave business at the corporate offices of Oscar Mayer.

'80 **Bruce Hannum** of Minneapolis has been named creative group supervisor at Campbell-Mithun in Minneapolis. Hannum had previously been a senior copywriter at Ruhr Paragon.

'82 **Loy Anderson** of Bellaire, Texas, has received the John W. Gardener Award, presented annually by Rice University to the author of the best dissertation in the humanities and social sciences.

'84 **Carl Curry** of Valparaiso, Indiana, has been appointed assistant director of financial aid at Purdue University, Calumet. Curry had previously been pastor of Vale Park Church of Christ in Valparaiso.

'84 **Tami Silesky** of Minneapolis has been promoted from copywriter to senior copywriter at Campbell-Mithun in Minneapolis.

'87 **Tracy Nelson Welper** of Minneapolis has been named account executive of Duncan, Nelson, Lambert of Minneapolis.

CARLSON SCHOOL OF MANAGEMENT

'28 **Robert E. Borden** of St. Paul has retired from Robert E. Borden & Associates. Borden, a veteran of 58 years in public relations and advertising, launched his own business in 1970.

'46 **Sigurbjorn Thorbjornsson** of Reykjavik, Iceland, has retired as director of Internal Revenue of the Republic of Iceland. Thorbjornsson is special adviser in negotiations of International Tax Treaties for the Icelandic government.

'64 **James C. Aamot** of Littleton, Colorado, has been appointed vice president of property man-

agement for Beardsley Miller Management Company. Aamot was previously with Koelbel and Company, Kroh Bros., and Coldwell Banker.

'66 **Jon D. Saunders** of Omaha, Nebraska, has been appointed vice president and director of computer data services' production division for Mutual of Omaha and United of Omaha. Saunders had previously served as second vice president and assistant director since 1983.

'74 **Charles M. Crimmins** of Poughkeepsie, New York, has been appointed comptroller of Vassar College. Crimmins was previously business manager and controller at Lewis and Clark College in Portland, Oregon.

'77 **Jon R. Campbell** of Roseville, Minnesota, has been named regional manager for eleven Northwest Banks in the Twin Cities. Campbell also serves as chief lending officer for Minnesota.

'77 **James Trossen** of White Bear Lake, Minnesota, has been named director of marketing for Kraus-Anderson Construction Company, Minneapolis. Trossen had previously served in marketing and project management for American Estate Homes.

'81 **Sarah Jane Adolphson** of Minnetonka, Minnesota, has been named manager of corporate gifts and incentives at Dayton-Hudson.

'83 **Jeff Piper** of St. Paul has been named senior account executive for the marketing and advertising group of Duncan, Nelson, Lambert. Piper had previously been a sales representative for the Connection, Minneapolis, and account service representative for Carmichael Lynch as well as the Burns Group, Minneapolis.

'84 **Kristen Mengelkoch** of Minneapolis has been promoted from research account executive to research account supervisor at Campbell-Mithun in Minneapolis.

'84 **Nick Carl Peterson** of Minneapolis has been named a Certified Management Accountant. Peterson is a financial planning coordinator for the Center Companies in Minneapolis.

SCHOOL OF PUBLIC HEALTH

'75 **Anthony G. Wagner** of San Francisco has been appointed executive administrator of Laguna Honda Hospital. Wagner had previously served as deputy associate of operational, liaison, personnel management, and planning in the Medical Center at the University of California.

SCHOOL OF MEDICINE

'56 **Walter C. Stolov** of Bellevue, Washington, has been appointed chair of the department of rehabilitation medicine at the University of Washington. Stolov has been a faculty member since 1960.

'65 **Ann C. Vogel** of New Ulm, Minnesota, has begun a residency training program in obstetrics

and gynecology at the Mayo Graduate School of Medicine.

'78 **Michael Rethwill** of St. Paul has joined the department of family practice at Group Health's Maplewood Medical Center. Rethwill was previously with the River Falls Medical Clinic in River Falls, Wisconsin.

'82 **Douglas MacLean** of Bloomington, Minnesota, has joined the department of family practice at Group Health's Bloomington Medical Center. MacLean, who had previously been in private practice for the past two years in Mondovi, Wisconsin, is a member of the American Academy of Family Practice, the Wisconsin Academy of Family Practice, Physicians for Social Responsibility, and Bread for the World.

'84 **Victoria Buoen** of Somerset, New Jersey, has been named a resident at the Mayo Graduate School of Medicine.

'84 **Eric Henning** of Arlington, Washington, has graduated from the University of Minnesota-Methodist Hospital family practice program, and is practicing in the urgent care department at Marysville Medical Center in Arlington.

'84 **Cyril E. Kapsner** of Minneapolis has joined Group Health's department of family practice at the White Bear Lake Medical Center. Kapsner is a member of the Ramsey County Medical Society, the Minnesota Academy of Family Physicians, and the American Academy of Family Physicians.

'84 **Jeanne Marie Nelson** of Roseville, Minnesota, has joined Group Health's department of internal medicine at the Como Medical Center. Nelson is an associate member of the American College of Physicians.

'84 **Michael Sampson** of Ortonville, Minnesota, has graduated from the University of Minnesota-Methodist Hospital Family Practice Residency program, and will begin practice at the Northside Clinic in Ortonville.

'85 **Deborah Ann Davenport** of Minneapolis has received the Berlex Resident Education Award sponsored by the Berlex Foundation. Davenport, a resident in obstetrics and gynecology at the University of Minnesota Hospital and Clinic, is one of 25 doctors nationwide to receive this award, which is designed to encourage research in fertility and reproductive medicine.

'87 **Omar Guimaraes** of Indianapolis, Indiana, has begun a residency in obstetrics and gynecology at the Indiana University Medical Center in Indianapolis.

'87 **Roger Lindholm** of St. Louis Park, Minnesota, has joined the staff of the Creekside Family Physicians Clinic in St. Louis Park as a family practice resident.

'87 **Brian Prokosch** of St. Louis Park, Minnesota, has joined the staff of the Creekside Family

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Physicians Clinic in St. Louis Park as a family practice resident.

'87 **Jeremy Springer** of Eden Prairie, Minnesota, has been named family practice resident at the Creekside Family Physicians Clinic in St. Louis Park, Minnesota.

UNIVERSITY COLLEGE

'72 **Thomas H. Silberg** of Randolph, New Jersey, has been elected assistant vice president by the board of directors of Hoffmann-La Roche. Silberg, who also serves as director of the marketing research department, joined Hoffmann-La Roche in 1972 as a sales representative.

INSTITUTE OF TECHNOLOGY

'66 **Stanley Sandler** of Newark, Delaware, has received the 1988 American Society of Engineering Education Lectureship Award from the chemical engineering division of 3M. Sandler also received the Senior U.S. Scientist Award, an international award in recognition of past accomplishments in research and teaching, which will enable him to conduct research in West Germany. Sandler is a Henry Belin du Pont Professor of Chemical Engineering at the University of Delaware.

'69 **Ronald D. Buckmeier** of Forest City, Iowa,

has been appointed director of body engineering at Winnebago Industries. Buckmeier joined Winnebago in 1971 as an engineer.

'72 **Richard Soenen** of Rochester, New York, has been appointed plant manager of 3M's production facilities in Rochester and Honeoye, and New York. Prior to his appointment, Soenen was plant manager of 3M's printing and publishing systems division in Weatherford, Oklahoma. Soenen, who has been with 3M for fifteen years, was honored with the Manufacturing Venture Award in 1980, and served on a quality control team that received the Corporate Quality Achievement Award in 1985.

'80 **Cynthia A. Blaha** of St. Paul has been named instructor of physics and astronomy at Carleton College. Blaha had previously instructed in the physics department at Augsburg College.

'83 **Sherman Westvig** of Aitkin, Minnesota, has been promoted to captain in the U.S. Air Force. Westvig is a space shuttle systems engineer at Vandenberg Air Force Base in California.

DEATHS

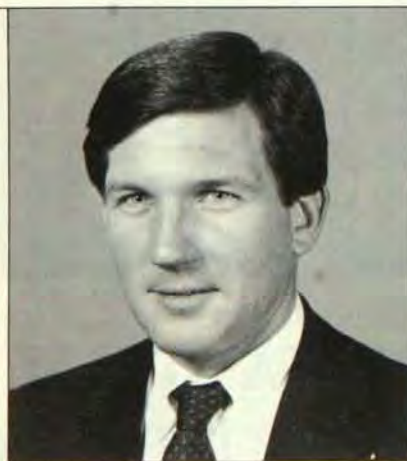
Russell F. Erickson, '32, Tryon, North Carolina, September 3, 1988. Erickson was retired chair and chief executive officer of ITT Rayonier, a subsidiary of International Telephone and Telegraph and one of the largest producers of chemical cellulose.

Harold Feldman, '46, Washington, D.C., May 11, 1988. Feldman was professor emeritus of human development and family studies at Cornell University where he had taught from 1948 to 1981. In retirement, Feldman had served as a volunteer with the White House Conference on Aging, the House Committee on Aging, and the Villars Foundation on a project called "Long-Term Care 88." Feldman was also an active 25-year member and leader of the National Council on Family Relations.

Donald W. Paffell, '51, Arlington, Virginia, April 22, 1988. Paffell, who had been a military aide to Hubert H. Humphrey during Humphrey's vice presidency, retired from the air force after a 27-year career. Paffell then became an assistant chief general counsel to the National Transportation Safety Board until he retired a second time in 1978.

Hermann E. Rothfuss, '39, Kalamazoo, Michigan, May 27, 1988. Rothfuss was an instructor of German at the University of Minnesota from 1940 to 1944, and in the army specialized training program, which prepared officers and enlisted men for the invasion of Europe. From 1944 to 1970 Rothfuss served as professor of German at Western Michigan University, and served as adjunct professor of German at Nazareth College until 1972.

John Shellenberger, '35, Manhattan, Kansas, August 14, 1987.



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Breaking New Ground

Kathleen Mangum helps Minnesota farmers mediate their way out of crises

BY SUSAN NEWMAN

IN 1983, A FARMER and his son shot and killed two bankers in southern Minnesota. The bankers had foreclosed on his farm. This act of violence, probably more than any other event, brought into sharp focus the severity of the personal crisis caused by foreclosure.

Foreclosure is a disaster for farm families because they are not just losing their income. They are losing their occupation, residence, self-esteem, the identity that comes from farming, and their place within the rural community. And in the early 1980s, foreclosure was a disaster for lenders because 30 percent of the state's family farmers were faced with possible foreclosures, impacting not only individual banks but also the whole rural economy.

By July of 1985, the legislature had passed a bill instituting a program called Mandatory Farm Credit mediation, to assist farmers and agricultural lenders in developing alternatives to foreclosure.

The woman charged with developing the mandatory mediation program, the University of Minnesota Extension Service's Kathleen Mangum, knows the family crisis experience intimately. About eighteen years before she became developer and director of the Farm Mediation Program, her own life was deep in a crisis from which some people never emerge.

Mangum was at the end of a ten-year marriage that was dissolving rapidly despite her best efforts to save it. She had three children under the age of six. Coming from a rural community in southern Minnesota, she had high school level skills and little work experience. Living in the government supported housing projects of north Minneapolis, she was, as she describes



A divorced mother of three, Kathleen Mangum started by knocking on doors for the Minnesota Extension Service. Today she's managing the Mandatory Farm Credit Program.

it, "anxious and scared about the future and scared to death of the community I found myself in because it was so foreign to everything I knew. The first year that I was there, I literally did not go out of the house unless I took the children and walked the block and a half to the grocery store."

One day on her trip out, she noticed an announcement for a mother's meeting. She took a risk and decided to go "because I wanted two hours away from my children." After attending for several months, she was approached by two University extension specialists who asked if she wanted a job.

The extension specialists wanted to determine if their family/life programs

would be of use, or of interest, to inner-city, low-income residents. For Mangum, taking that particular kind of job was "frightening, and exhilarating, and challenging, and way over my head."

How did she do it? What makes a person able to take on a job that is frightening for them and stick with it long enough to be successful? The factors for Mangum seem to have been both internal and external. First, Mangum, believes, the person has to be receptive. Even in the midst of the crisis, she knew that things had to change and whether that change was for the better or worse was in large part up to her, not to anyone else. Mangum also found the Minnesota Extension Serv-

ice staff to be supportive. As long as she could articulate what she wanted to do, she says, they were willing to put a lot of trust in her. They gave her a lot of freedom to make choices and decisions about the work that she was doing.

By the end of the four years, Mangum had professionals coming to her for advice. "I was mad," says Mangum, "because I was doing a job and doing it well, and yet because I didn't have the academic credentials, the degrees, the professionalism, I couldn't command the salaries. And after all, that was my original goal, to improve my ability to make an acceptable wage."

She quit her job and went the same day to the welfare department. She told the social worker that she had been accepted at the University of Minnesota to study home economics. What she wanted was help to support her family because she could not be a full-time student, work, and manage the children. When the social worker got up off the floor, Mangum says she got the help she needed.

The first year went by in a blur. "If I described it on a day-to-day basis, it would be getting up at 4:00 a.m. and studying until 6:00. Then I would get the kids up and get them breakfast, get dressed while they were eating, get them off to school with lunches or whatever. Then I would go to school and try to get home around 3:00 or 3:30 so that I could be home before the children. I'd quick fix dinner, and then they would amuse themselves. My bedroom was my study room. I would work until 10:00 or 11:00 and then go to bed, and get up, and repeat it the next day. But at the end of that first year, my grade point average was 3.58. I decided that I could relax a little."

What really came with the degree, Mangum says, was "a real identity of who I was, because up to that point I had been first my parents' daughter, then my husband's wife, and then the mother of these children. When I got to the St. Paul campus, I was an anonymous student... I knew that I could be here whatever I chose to be, whatever I presented myself to be to other students and to instructors. I just decided to figure out who I was in the four years that I was getting that degree

"This large bureaucratic institution that is criticized for not being able to respond, in this instance, responded very quickly to meet a very critical need."

in home economics."

When she finished the degree, no positions were open at the University of Minnesota Extension Service where she wanted to work. She took a job with a social service agency that worked with native American families. After three years, she landed a job with Extension. She worked for four years in the Home Economics Information Center answering phone and written inquiries about family issues. At this point in her life, Mangum decided that the time was right to go back to school for a master's degree.

She worked full-time for most of the two years it took her to finish coursework. While she was preparing to design her research project, she wrote a year-end report required by her extension job. In it, she noted that she wanted to look for ways to get out in the field. She wanted to get experience with families who were suffering an economic crisis and see if she could develop educational programs to help them. Minnesota had at that time, 2,200 unemployed miners, and the program's director had just decided that Extension needed to launch a major effort on Minnesota's Iron Range.

Mangum got the job. She was given a budget but no staff, and was told to see what she could develop using community people as volunteers. She lived in northern Minnesota for two years and developed a program that helped mining families cut back their spending to their current income level (and to make the value adjustments that go along with such a cutback). The program was so successful that it went statewide two years ago and is now being carried out by other Extension

specialists.

Back in the Twin Cities, Mangum says she realized that if she ever wanted to do her own research, she needed to get a Ph.D. Events, however, delayed this plan. The Minnesota legislature had passed the farm mediation law and turned to the University of Minnesota Extension Service to develop the actual program. The Extension Service turned to Mangum.

Since the start of the program, 5,500 farms have gone through mediation, and 50 percent of them have come out intact. Minnesota was the first state in the nation to have such a program. Twenty-five other states have now reviewed Mangum's program and training materials. In January of this year, the Minnesota model was used in a federal law that requires federal lenders to offer financially distressed farmers debt-restructuring options through a mediation process.

Mangum generously gives credit for these successes to many people: the legislature and the governor for foresight and taking the risks of committing funds, farmers and lenders for putting trust and effort into the process, and the University of Minnesota, "this large, bureaucratic institution that is criticized for not being able to respond, in this instance, responded very quickly to meet a very critical need."

The mandatory mediation program is scheduled to end in June of 1989, although it may be extended because of this year's drought. What is in Mangum's own future? "I don't know. But it doesn't worry me. It's basically been a twenty-year process, this evolution. And I would say that it's only been within the last four or five years that I've stopped feeling insecure, stopped worrying. And my motivators have changed."

What advice does Mangum have for a young woman in an economically dependent situation? "I think anger is healthy at that point in the process of change—and fear sometimes, too. Look around you. If you don't like it, then do something about it, because no one else will—unless you start the process. It has worked for me. And if what worked for me doesn't suit them, then they have to find something that will." ◀

Straight Talk

On the record with Chris Voelz and Paul Giel

BY BRIAN OSBERG

WHEN FORMER WOMEN'S athletic director Merrily Dean Baker left the University of Minnesota to become the National Collegiate Athletic Association's assistant executive director, it was not clear who would inherit her successful program. The University found an eager and capable candidate in Chris Voelz, who served as associate athletic director at Oregon University and looks forward to writing the "next chapter" of the University's women's program. At Oregon, where the women's program is not separate from the men's program, Voelz was responsible for internal operations, including finances, personnel, and academic counseling.

Voelz, who holds a master's degree in education from Northern Illinois University, says that succeeding Baker "made the job even more attractive."

"Chapter one has been written," says Voelz. "Chapter two will be to maintain the existing structure while pursuing an even higher level of academics and athletic performance. We are going to recruit academically sound athletes, and no way will they be disillusioned that they are here for any other reason—like students in music or drama who supplement their academic activities."

For the time being, Voelz reports to the dean of the Law School, Robert Stein. The turmoil surrounding the men's athletic department and the pending hiring of a new University president did not dissuade Voelz from seeking the job. "Minnesota is a first-rate institution, and the women's program has a positive image," says Voelz, who was also attracted to the University's separate women's program.

Voelz left a well-developed program



"People should be willing to help when it is for the larger issue of education, the smaller issue of women's equity, or if they just like sports," says new women's athletic director Chris Voelz. "But nothing packs a gym like a winner."

at Oregon University where women's athletics had a strong following to come to a community with competing interests, including professional sports. "We need to be creative, persuasive, and overt to attract people," says Voelz. "We don't have generational habits in terms of a public following; we need to create them."

Voelz also looks for help from the state legislature and the media for funding and favorable publicity, respectively. "People should be willing to help when it is for the larger issue of education, the smaller issue of women's equity, or if they just like sports," says Voelz. "But nothing packs a gym like a winner."

Voelz attributes the recent nationwide progress of women's athletics to

legislative support, to Title IX of the Federal Education Act, which provides for financial equity, and to a higher level of awareness of women's sports. "There has been an identity struggle," says Voelz. "The tomboys of my generation have become all-American women of the now generation."

Voelz has withstood a changing environment "after a tremendous number of years being denied opportunities because I was a woman." She says her message to alumni is represented in a quote from Abigail Adams, wife of president John Adams: "John, don't forget the ladies."

During Voelz's tenure in the 1980s and 1990s, the women's athletic program at the University of Minnesota won't likely be forgotten.

Paul Giel: I wanted to go to 59. Twenty years.

The dismissal of men's athletic director Paul Giel in July was a sad ending to an all-American story. Giel was an all-American baseball and football player at the University. He was the conference medal winner for academic and athletic achievement, captain of the 1953 football team, the Big Ten Most Valuable Player two years in a row, and United Press International's Player of the Year. He played both professional football (New York Giants) and baseball (San Francisco Giants, Pittsburgh Pirates, Minnesota Twins). Giel's sudden firing by Interim University President Richard J. Sauer was an apparent response to a culmination of controversial events surrounding men's athletics, the most recent revelation being the inappropriate allocation of funds to athletics by the coordinator of the Office of Minority and Special Student Affairs. The following interview with Paul Giel was conducted earlier this fall.

Q. For what would you like to be remembered during your association with the University of Minnesota?

A. When I first accepted the job with the University of Minnesota, leaving WCCO [Radio, as sports director], there was quite a challenge. As far as my goals, I wanted first of all to keep the total program alive. I told the president, Dr. Moos, if you expect me to go in and somehow erase overnight the \$500,000 deficit that I am inheriting by cutting back sports severely, then I don't want the job. Sixteen and a half years later, we have erased the deficit, built up the reserves, and kept the total program alive. I really take a great deal of pride that we did keep the thing going in a very competitive marketplace with the Vikings, the North Stars, and the Twins. We had to do it by gate receipts, TV and radio rights, and fund-raising, without one cent from the legislature, one cent from student fees, or any soft dollars someplace.

When I see a John Anderson, a young guy, come along and build up the baseball program... and the job Jerry Noyce did in tennis, taking them from dead last to right up there with Michigan, the best in the Big Ten—that's what I'm really proud of.



If sports is to be self-supporting, says former men's athletic director Paul Giel, the University is going to have to do something about its facilities.

Q. What is the most memorable event during your years with the University?

A. We were in Denver for the national championship in hockey. I think it was Herb Brooks's second championship, but I had been telling everyone that I really wanted to have the best all-around [athletic] program in the Big Ten. We won the national championship in Denver, and the next day [I was] going to go from Denver to Snowmass with the entire family. I went to a store to get some groceries, and I picked up a paper, the *Denver Post*, and read about our championship. Way down in the right-hand corner it said Minnesota upset Michigan for the Big Ten gymnastics title. I just got tears in my eyes.

Another thing that I take a great deal

of pride in, although it was not directly connected with the University, was when the U.S. won the [Olympic] gold medal in hockey in 1980—with our coach and 80 percent of the players on the team from Minnesota. And 80 percent of those players were from the University. And the free world took a bow, and they went to the White House. There was no help from anyone when those kids were training, but during their college experience we paid for their skates, we paid for those scholarships, we paid for those schedules, we paid for the coaching. What a great experience it was for those kids, and what it meant to the United States!

Q. What should an athletic director be measured against?

He has to be concerned primarily with the student athlete, not just give it lip service. They are young people who are primarily in school to get a degree. They... happen also to be outstanding athletes able to compete at this level. If we don't care first about these young people as students, not just as a means to an end, to glorify a coach, or to glorify a program, then I think we've failed.

Q. What regrets or disappointments do you have?

A. Well, in the athletic category, I wanted to go to the Rose Bowl; I wanted a football Big Ten championship; I would have liked to have seen the basketball program go to the final four. Obviously what happened in July I regret.

In my heart, I couldn't blame myself for Madison, Wisconsin. I couldn't, even though I was the boss; I still think that Jim Dutcher is a hell of a man and a very fine coach in a very difficult situation. When we went through the NCAA investigation, when [the NCAA went] back to '81, [when we were under] that kind of scrutiny for almost two years and then came out with no major violations, no buying of players, no excessive aid to get somebody to come to the University—I'm not condoning anything—but we came out with a pretty clean bill of health.

I am 56. I wanted to go to 59. Twenty years. And then I wanted to help the University in all sorts of areas, not just the athletic department. I thought I could be a goodwill ambassador, and take it up to 62, and say, "That's all, folks." I've had four bypasses and an angioplasty, and I have been through a lot of stress.

Q. What finally did lead to your dismissal?

A. I think what led to my dismissal, despite what President Sauer has said, is the Luther Darville thing. I think, quite frankly, that he came in with a preconceived idea that if anything else happened, the athletic director was going to go.

Other people would say [about the Madison incident], "Paul, you are the boss and despite the fact that they were a couple of hundred miles away, you're partly responsible. If you were tougher on Jim Dutcher..." who for ten and a

"In my heart, I couldn't blame myself for Madison, Wisconsin. I couldn't, even though I was the boss; I still think that Jim Dutcher is a hell of a man... in a very difficult situation."

half years never had a problem.

I think it was the Madison thing, the NCAA basketball problem, even though it was minor, and—they're not kidding me—the Luther Darville thing, and then the news media not letting it up for air. Certain members of the news media always go after the establishment, and I was their target, and they weren't gonna let up.

Q. Was there pressure to win from alumni or the administration?

A. No. I never felt pressure from our M Club or from our groups that I helped form, the Goal Line Club, the Touchdown Club. I never had any pressures like that. The win-loss column had nothing whatsoever to do with my demise.

Q. Was it clear to you what the expectations of the administration were in terms of your job?

A. No. They never asked when they hired me, how much business or administrative experience do you have, nor did I ask, what do you want Paul Giel for? Do you want Paul Giel to sit behind a desk? All of a sudden after Madison, I was considered a poor administrator. Nobody talked about my administration before that. You get this reputation: Paul Giel is such a good PR guy and a public speaker and not a good administrator. Why? I was ahead for sixteen and a half years and in this competitive marketplace. When I took it over, it was in deep trouble. If I'm supposed to make ends meet, do you

think I can do it sitting at the desk?

Q. Academics and athletics are separate entities. Is it difficult for them to coexist?

A. If the University would say athletics has a need and a right to exist, it would take a heck of a lot of pressure off the athletic director and the coaches. If they are allowed to get the fans in the stands, they can generate enough revenue to support not only their own program, but ten others. I think it's almost hypocritical what administrations really expect of an athletic department. They want the athletic department to be completely self-sufficient. They have to make up their minds. If athletics has a right to exist, like any other department, then why does it have to be completely separate?

Why don't we sit down, put our budgets together, and have a central administration? What's it going to cost to have a football team that can compete in the Big Ten? How much for hockey, men's golf, women's golf, gymnastics, track...? Once that budget is accepted by central administration, all the dollars that you get from the gate receipts and television and radio rights go into the pot. That doesn't mean you work less in fund-raising. That doesn't mean that you divide it all around as far as being competitive, but you have less pressure on the coaches.

Q. What is your sense of the administration of athletics through the NCAA?

A. The NCAA is a very necessary organization. By and large, it is a very well-run organization. The staff carries out the tournaments, makes the rules, organizes, does the drug testing. College athletics around the country have to have some kind of central administration. I wouldn't be surprised if some highly regarded, respected athletic directors around the country, with good football programs particularly, receive calls [from the NCAA] saying, "Hey, we're hearing about this," and clean it up.

Q. Where does the University athletic program need to go from here?

A. If this University wants to compete at the Big Ten level, and they want to give the coaches and the athletic director a chance, especially in the revenue sports, then they better come to

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The Golden Anniversary Class of '39,
concerned over controversies affecting their alma mater, ask . . .

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SATURDAY, NOVEMBER 12

*The University and How It Came To Be; The View from the Classroom;
Managing a Mega-University; The U and Its Public*

SATURDAY, JANUARY 14

*What Kind of University Do We Want?
What Are the Models for a Better University?*

SATURDAY, MARCH 18

*How Do We Achieve an Improved University?
What Are the Strategies for Reform?*

WEDNESDAY, MAY 17

*Report Session: The Challenges, presented by the Class of '39,
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The Class of '39 gratefully acknowledges the cooperation of many individuals and organizations in support of its Golden Anniversary program. Special thanks to The Pillsbury Company and General Mills for financial assistance, to the Humphrey Institute and the Alumni Association for help in arrangements, the University of Minnesota Foundation for serving as fiscal agent, and Arthur Naftalin, Professor Emeritus of Public Affairs and Class of '39, for inspirational leadership.

a decision in the very near future about staying on campus. I happen to believe in staying on campus, but it isn't going to happen, in my opinion.

What are we going to do about facilities? What can Clem Haskins do when he goes into that barn [Williams Arena] with some seventeen-year-old kid from Florida who has just visited Iowa or some of these other programs? At Michigan State, they're building a 17,000-seat basketball arena to tie in with a beautiful hockey arena and an outstanding football stadium. They'll have the best in the conference. They took it from student fees—they just bit the bullet.

They have to make up their minds: how badly do we want to help this program or have it be successful if you are not going to go to the legislature, if you can't get it from student fees? Do you expect me as the athletic director to go out and raise \$80 million [to upgrade facilities]? You are not going to get it in fund-raising—nobody is going to come up with \$80 million when you've got these other [Twin Cities professional] facilities. They've got to come to grips with that.

I [put all this in a] complete report and gave it to Frank Wilderson, and he acted as if I wasn't doing my job. He said I was a more reactive athletic director than a proactive athletic director. [I said to him], "I'm just saying as your athletic director it can't be done."

Times have changed. In the thirties, forties, fifties, even up to the early sixties, we were really the only show in town. The Golden Gophers, the news media hype. There's so much for students to do now, not just athletically. We don't have a captive audience the way they do in Iowa City or Ann Arbor.

I think it's [also] a no-win situation for many athletic directors around the country because... unless they get some money, they will be in trouble.

Q. What are your immediate plans?

A. I'm visiting with a number of people. I have three or four opportunities that I'm trying to weigh, always with the goal in mind that at 62, God willing, I would like to be in a position to say that's it as far as a full-time job. I would like to do some free-lance work, public speaking, radio. I would like to get into something solid. I wouldn't

come back to the University now.

Q. What's your message to University of Minnesota alumni?

A. I would emphasize again that to be self-supporting, they have to do something about facilities. I'd like to say, don't believe everything you see or hear. The University of Minnesota men's athletic program is a very fine all-around program, academically, athletically, and it's headed up by a group of outstanding coaches who have integrity and expertise in their fields.

Don't let some very negative writers in their personalized columns turn some of these people into villains. It's a good all-around program that needs your support. ◀

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NOVEMBER

2ND
College of Pharmacy Alumni Society Board Meeting, 4:00 p.m., 5-130 Unit F, Minneapolis Campus.

2ND-DECEMBER 31ST
"In the Realm of the Wild: The Art of Bruno Liljefors of Sweden" Exhibition, Bell Museum of Natural History, 10 Church Street SE, Minneapolis Campus.

3RD
ROTC Alumni Society Primary Staff Meeting, 7:00 p.m., Fort Snelling Officers' Club.

4TH
Detroit Area Women's Club Meeting; call Peg Peterson, 612-624-2323, for more information.

5TH
Gophers vs. Michigan, Pregame Gopher Gathering, Ann Arbor Inn, Ann Arbor, Michigan, time to be announced.

Alumni Club 25th Anniversary Celebration, 6:00 to 7:30 p.m., reunion; 7:30 to 9:30 p.m., dinner, dancing, entertainment; Alumni Club, 50th floor, IDS Tower, Minneapolis.

9TH
College of Education Alumni Society Board Meeting, 5:30 p.m., Campus Club, Coffman Memorial Union, Minneapolis campus.

10TH
ROTC Alumni Society Board Meeting, 7:30 p.m., Fort Snelling Officers' Club.

College of Biological Sciences Alumni Society Board Meeting, 6:30 p.m., 260 Biological Sciences Center, 1445 Gortner Avenue, St. Paul campus.

10TH-JANUARY 8TH
"Art Pottery of the Midwest" Exhibition, University Art Museum, Northrop Auditorium, third and fourth floors, Minneapolis campus.

"America Studio Ceramics: 1920-1950" Exhibition, University Art Museum, Northrop Auditorium, third and fourth floors, Minneapolis campus.

12TH
Gophers vs. Wisconsin, Pregame Gopher Gathering, Wisconsin Union South, Madison, Wisconsin, time to be announced.



An exhibition of midwestern pottery will be at the University Art Museum through January 8.

16TH
Institute of Technology Alumni Society Lecture/Reception, "Managing for Quality and Survival," featuring Myron Tribus; 6:00 p.m., Earle Brown Continuing Education Center, 1890 Buford Avenue, St. Paul campus.

17TH
Minnesota Alumni Association Executive Committee Meeting, 7:30 a.m., Alumni Club, 50th floor, IDS Tower, Minneapolis.

18TH
School of Dentistry Alumni Society Annual Meeting, 8:00 a.m. to 5:00 p.m., Mayo Auditorium, Minneapolis campus.

19TH
Alumni Club Gopher Buffet for members and guests, 4:00 to 6:30 p.m., Alumni Club, 50th floor, IDS Tower, Minneapolis.

21ST
M Club Board Meeting, 11:45 a.m., Radisson University Hotel, 615 Washington Avenue SE, Minneapolis campus.

22ND
Alumni Club Council of Governors Executive Committee Meeting, 7:30 a.m., Alumni Club, 50th floor, IDS Tower, Minneapolis.

DECEMBER

1ST
Minnesota Alumni Association National Board of Directors Holiday Social; for more information, call 612-624-2323.

5TH
University Women's Alumni Society Board Meeting, Centre Village, Minneapolis.

13TH
College of Biological Sciences Alumni Society Executive Committee Meeting, 7:30 a.m., Egg & I restaurant, St. Paul.

14TH
College of Education Alumni Society Board Meeting, 5:30 p.m., Campus Club, Coffman Memorial Union, Minneapolis campus.

19TH
M Club Board Meeting, 11:45 a.m., Radisson University Hotel, 615 Washington Avenue SE, Minneapolis campus.
School of Public Health Alumni Society Board Meeting, 4:00 p.m., A-302 Mayo, Minneapolis.

27TH
Alumni Club Council of Governors Full Board Meeting, 7:30 a.m., Alumni Club, 50th floor, IDS Tower, Minneapolis.



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1988 Honor Roll in Review

The Minnesota Alumni Association (MAA) honored its outstanding volunteers September 10 for "giving something back to the University," for "rallying the professions," for "spending hours of their personal time," for "awarding scholarships," and for "being able spokesmen" and lobbyists for legislation impacting the University.

The association presented its annual recognition awards, honoring the National Volunteer of the Year, the outstanding alumni chapter and society of the year, and three Programs Extraordinaire at the 1988 Leadership Day held at the Hubert H. Humphrey Institute of Public Affairs auditorium September 10.

Honored as co-winners of the National Volunteer of the Year Award were John D. French, '55, and Thomas H. Swain, '42, who were recognized for their work in fostering passage of the regents selection bill, which implemented a citizens' search component into the traditional selection process. French and Swain are profiled on pages 44 and 45.

The Wadena Area Alumni Chapter was honored as Outstanding Alumni Chapter of the Year for its student recruitment efforts. The chapter organized a fall event attended by 120 alumni, volunteers, area high school students and their parents, high school guidance counselors, and members of the community.

The Band Alumni Society was selected as Outstanding Alumni Society of the Year for its strong programs in the areas of student recruitment and improving the student experience at the University. During the 1987-88 school year, the society contributed \$300 to the University Bands Program for



Volunteer leaders were honored at Leadership Day.

**"For giving something back to the
University..."**

recruitment, and awarded two \$500 scholarships to current students in recognition of their outstanding achievements in the bands program.

Selected as Programs Extraordinaire were the Rochester Area Chapter's "Summer Send-off Party," the College of Agriculture Alumni Society's "Give a Name Campaign," and the Institute of Technology Alumni Society's "Developing Effective Job Search Skills" course.

In Rochester, alumni volunteers Laurie Wilson-Spencer and Douglas Gregor initiated and organized a "Summer Send-off Party" for potential University students. Wilson-Spencer and Gregor have personally hosted

more than 100 students who had been accepted at the University, answering their questions and helping provide information about the University.

The College of Agriculture Alumni Society was honored for its response to the college's need to recruit high school students interested in agriculture-related professions. The society solicited names from a mass mailing to 3,400 alumni, professionals, and others, which were given to the college's student recruitment staff for follow-up.

The Institute of Technology Alumni Society (ITAS) was honored for developing a seven-week course for Institute of Technology (IT) students titled

"Developing Effective Job Search Skills." The course was developed by Kathy Clinton of the IT Placement Office and Barbara Timm-Brock, 1982 chemical engineering graduate and ITAS member, and is team taught by Clinton and alumni volunteers. The course focuses on a variety of strategies and approaches to self-marketing, and includes sessions on looking for a job in an adverse market, resources for researching employers, self-assessment, writing résumés, and more.

Winners of the 1987-88 leadership awards were selected by a nine-member Awards and Recognition Committee comprising alumni and MAA and development staff members. ◀

UNIVERSITY STATESMEN

For playing pivotal roles in the creation of a Regent Candidate Advisory Council by the legislature, John D. French and Thomas H. Swain were named co-recipients of the Minnesota Alumni Association's 1988 Volunteer of the Year Award

BY CHRIS NISKANEN

THOMAS H. SWAIN, '42, and John D. French, '55, believe a good idea shouldn't go to waste, especially if it will benefit the University. They recently helped turn a good idea into a state law that could have long-term benefits for the University.

For that contribution, which spanned a period of three years, the Minnesota Alumni Association (MAA) named them co-winners of the Volunteer of the Year Award September 10.

It began in 1985 when the MAA formed its public policy committee, which sought to create discussion and generate ideas on appropriate University issues. At the time, a number of state leaders, including the governor, were criticizing the process by which University regents are selected by the legislature. The regent-selection process was called "too political" by some; others believed that regents were selected not by how much they knew about the University but by who they knew in the legislature. Regent candidates nominated themselves and personally campaigned for the position.

That process, recalls French, "automatically disqualified some people who were timid about self-promotion and did not belong to the political process."

The MAA's public policy committee, which French chaired, decided it was an issue better studied by a citizens committee. In early 1987, the 23-member committee, made up of one former governor, three former regents, and a number of former legislators and businessmen and -women (including Swain), concluded that regents should be nominated not by regent candidates

themselves but by a council of Minnesota citizens who could explain the qualifications, screen applicants, and eventually present a list of the top candidates to the legislature.

Many people agreed with the recommendations—including several editorial writers with Minneapolis and St. Paul daily newspapers—but a question lingered: Who would take a good idea and turn it into a good law? With the help of some other colleagues—including Kenneth Dayton, former chair of the board of the Dayton Hudson Corporation—that's exactly what Swain and French did.

The 1988 legislature passed a bill creating a 24-member Regent Candidate Advisory Council charged with establishing new criteria for selecting regents, recruiting potential candidates, and recommending from two to four candidates to the legislature for each position.

Swain and French's accomplishment, which involved spending a lot of volunteer time at the state capitol talking to legislators and testifying at committee meetings, doesn't surprise their friends and colleagues. One described them as "very modest," but with "incredible political instincts."

Says Penny Winton, former MAA president and founder of the association's public policy committee, "John has a wonderful way of giving a fine review of a matter so everyone is informed. He is a very witty and outspoken person." Swain picked up the ball at a crucial moment when leadership was needed for the bill, Winton says. "If Tom wouldn't have been there,

it would have been a disaster."

Swain and French proved able spokesmen for the bill and the University. French is a respected leader of the Minnesota DFL party; he has chaired the last nine of ten DFL state conventions. He is currently chair of the Dukakis presidential campaign in Minnesota, having attended Harvard Law School with the Massachusetts governor in 1957. Dukakis is said to rely often on French's counsel in campaign matters. French, 55, graduated from the University summa cum laude with a B.A. in humanities, studied economics at Oxford University, and graduated from Harvard Law School in 1960 with honors. As managing partner at Faegre & Benson, he specializes in anti-trust law. He appeared before the U.S. Supreme Court this month.

Swain, 67, retired in 1986 after 23 years with the St. Paul Companies where he was executive vice president. He was chief of staff to Governor Elmer L. Andersen (who also served on the regents selection study group with Swain and French) from 1961 to 1963, and was commissioner of the Department of Economic Development at the same time. He was national president of the MAA in 1976, and president of the Citizens League in 1986. He graduated from the University with a degree in business in 1942.

For their part, Swain and French saw the regent-selection bill as an opportunity to remedy a situation that had been a barb in the side of the legislature and the University for a number of years. In 1985, Governor Rudy Perpich said legislators pick regents based



JOHN D. FRENCH



THOMAS H. SWAIN

on "who does the best job of taking them out to dinner." House Speaker David Jennings, a Republican, leveled the same criticism, saying the appointments are made based on "not who knows what is best for the University, but who knows who."

Twelve regents serve on the board, one elected from each congressional district, in addition to four at-large members. Appointments are often hurriedly made at the end of a legislative session. Many legislators have complained that they don't have time to interview each candidate individually. The new process takes that problem out of the hands of the legislators and allows the Regent Candidate Advisory Council to perform the initial screening.

Although the prediction was that many legislators would value such advice and time-saving assistance, reactions to the bill were mostly tepid, says French. Many legislators believed the bill would take away their authority to pick regents; others simply saw nothing wrong with the old system. Some regents even opposed the bill on

the grounds that "if something isn't broken, don't fix it." "Though the bill looked fairly innocent and innocuous, I knew it would find a lot of opponents," says Swain. "We did not undertake the effort to say legislators had done a lousy job and there was a bum regent at the University."

Adds French, "We made it quite clear we had no intention of attempting to supplant the legislature as the selectors of regents. Our idea was to make a contribution that would help the legislature, something they could rely upon as a benefit, not a threat."

Swain and French continued to push the bill through committees, though it appeared they were losing some momentum and that a good idea "would end up on some shelf to be taken down occasionally by graduate students to study," says Swain.

Then came Eastcliff.

This dark moment in the University's history had, in this case, a positive effect on the school in the long run. Both Swain and French agree that Eastcliff and related controversies caused the legislature to take another

look at the regent-selection process.

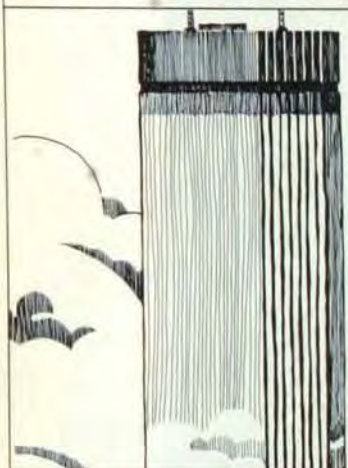
"I don't think we were making headway until Eastcliff and the other related problems," French says. "I think it caused legislators to believe there might be a need for this [bill]."

Apart from Eastcliff, another revelation caused legislators to think again about the regent-selection process. During one committee meeting, French told a number of legislators, "There is not one businessman or farmer on the board of regents." That discovery, says French, caused some legislators to think that maybe they weren't looking at the big picture.

"Each district was thinking about its own regent," French says, "and they weren't getting the larger picture. I think that's when the substantive testimony, apart from Eastcliff, made an impact."

The legislature and the rest of the state will be able to see the Regent Candidate Advisory Council in action beginning with the 1989 session. Thanks to the efforts of Swain and French, an improved regent-selection process will help guide the University into the next decade. ◀

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CITIZENS TO ADVISE LEGISLATURE ON REGENT SELECTIONS

SEPTEMBER 1, 24 Minnesotans were appointed to the newly created Regent Candidate Advisory Council to recommend candidates for University of Minnesota regents.

The council, established by the Minnesota legislature during its 1988 session, will establish criteria for recruiting candidates for regents and recommend to legislators two to four people for each vacancy. Previously candidates nominated themselves for the position. As was the case prior to the legislation, regents will be selected by the legislature. Eight regents are selected from each of the state's congressional districts; four are elected at large.

During the 1988-89 legislative session, four regent positions will be filled. Regents whose terms expire include Charles F. McGuiggan of Marshall, Minnesota, Wenda W. Moore of Minneapolis, and Wally Hilke of St. Paul, all selected at-large; and board of regents chair David M. Lebedoff of Minneapolis, District 5.

House Speaker Robert Vanasek and Senate Majority Leader Roger Moe each selected twelve members of the council. Legislation has mandated that no more than eight members be current or former legislators and no more than sixteen can be members of the same political party.

The following were appointed to the Regent Candidate Advisory Council: Elmer L. Andersen, Arden Hills, former governor and former chair of the board of regents; Jane Belau, Rochester, vice president of Control Data Corp.; Kenneth Dayton, Wayzata, former chair and CEO of Dayton Hudson.

Albert V. deLeon, St. Paul, executive director of the Council on Asian-Pacific Minnesotans; Melvin George, Northfield, president of St. Olaf College; Kathy Gaalswyk, Pillager, executive director of the Central Minnesota Initiative Fund.

Bruce Hamnes, Stephen, founder and general manager of a seed company; Robert Hines, Alexandria, a local

businessman; David Kanatz, Brooklyn Center, a university administrator for 35 years; Alice Keller, Winona, an executive of family-owned construction and development companies and member of the Minnesota Higher Education Coordinating Board.

Reatha King, Maplewood, former president of Metropolitan State University and chair of the American Association of Higher Education; Ronald McKinley, Minneapolis, executive director of the Minnesota Minority Education Partnership; Frances Naftalin, Minneapolis, member of the Minnesota Humanities Commission, Minnesota Library Foundation Board, and Associated Colleges of the Twin Cities board.

Thomas Nelson, Burnsville, former state senator and director of support services for Apple Valley-Rosemount Public Schools; Gregg Orwoll, Rochester, general counsel for Mayo Clinic; Peter Poss, Willmar, chair of the University advisory committee to the College of Veterinary Medicine; Thomas Renier, Duluth, executive director of the Northeastern Minnesota Initiative Fund.

Ellen Sampson, St. Paul, attorney and member of the State Ethical Practices Board; Katherine Sasseville, Fergus Falls, attorney, general counsel for Ottertail Power Company, and former chair of the Minnesota Public Utilities Commission; Emily Anne Staples, Plymouth, former state senator and director of community relations at Spring Hill Center.

Thomas H. Swain, St. Paul, retired vice president of the St. Paul Companies; Paul Thatcher, Sr., Minneapolis, chair of the board for Lanier Industries, Kathryn Conover Company, and RAF Corp.; the Reverend Hilary Thimmesh, Collegeville, president of St. John's University; and Jane Tschida, St. Louis Park, attorney, executive director of the Minnesota Trial Lawyers Association and board member of Mothers Against Drunk Driving and the Minnesota Good Roads Association.

AN AUDITORIUM FULL of Minnesota Alumni Association (MAA) volunteer leaders spent Saturday, September 10, determining whether they were extrovert/sensing/thinking/judging types—or introvert/intuitive/feeling/perceptive types—or some combination thereof. Led by Shirley A. Krohn, a professional training and organization consultant with Protocol Corporation, the volunteers analyzed their personality traits by taking the Myers-Briggs Type Indicator test, an assessment tool used to help individuals work together in an organization, brainstorming ideas and getting results. The auditorium at the Hubert H. Humphrey Institute of Public Affairs was in a general state of commotion during the session as volunteers learned how various personality types approach problems and work out solutions and how to make their own styles work in a group.

The program was part of Leadership Day, chaired by Robert Prifrel, past president of the College of Education Alumni Society, who was assisted by Lois Mann, president of the College of Home Economics Alumni Society. "The program was an unexpected treasure for participants," says Minnesota Alumni Association Executive Director Margaret Sughrue Carlson. "Everyone was pleased with the amount of useful information they received and how entertaining the program was. Bob and Lois's careful planning and work really paid off in direct benefits for our volunteers."

Following the leadership training, Interim University President Richard J. Sauer and MAA National President Chip Glaser presented the association's national leadership awards, honoring outstanding alumni and programs (see page 44).

As is the case in past years, Leadership Day volunteers were guests of the alumni association at a Gopher football game. They watched as Washington

State defeated the Gophers 47 to 9 at the Hubert H. Humphrey Metrodome. A clear example, noted one volunteer, of a team that could use the Myers-Briggs Type Indicator test to improve its performance.

STILL ON TOP AFTER 25 YEARS

The Alumni Club will celebrate its 25th anniversary November 5 by taking over the entire 50th floor of the IDS Tower and turning back the clock. The celebration will feature dramatic and musical performances by University theater and music students, music from days past, as well as live disco, hors d'oeuvres, dinner, and a program highlighting 25 years. Emcees for the evening are WCCO Radio's Charlie Boone and Roger Erickson.

CHAPTER ROUNDUP

The North Texas Chapter Alumni threw a party at Arlington Stadium prior to a Twins vs. Texas Rangers game August 30. Nearly 80 alumni and friends watched the Twins defeat the Rangers.

University of Minnesota alumni joined alumni from the Big Ten at two events: the Big Ten picnic August 27 in Cincinnati and the Big Ten New York Harbor boat cruise September 8 in New York City. Football was not played at either event, but Minnesota alumni reportedly won the three-legged race at the Big Ten picnic.

Approximately 50 Boston chapter alumni and their families and friends took a boat ride on Lake Winnepesaukee September 10. Pronunciation of the lake's name proved no difficulty for the former Minnesotans.

A TOAST

The College of Liberal Arts (CLA) completed the Minnesota Campaign by recognizing some of its donors August 5 at an outdoor barbecue on the terrace of Coffman Union. Fred Lukermann, dean of the CLA, toasted 150 alumni and friends who helped raise more than \$20 million and endow thirteen chairs

for the college during the Minnesota Campaign. Following the barbecue, which featured music by Paul Heffron's Dixieland Jazz Band, guests attended a Minnesota Showboat performance of *Down River Ramble: A Mississippi Panorama*.

COLLEGE OF FORESTRY'S NAME CHANGES

Regents approved the renaming of the College of Forestry as the College of Natural Resources. The college's alumni society has voted to call itself the Forestry/Natural Resources Alumni Society for a two-year transitional period, after which it will become the College of Natural Resources Alumni Society.

SCHOLARSHIPS AWARDED

The University Women's Alumni Society has awarded scholarships of \$1,000 to Grace M. Sandness of Maple Grove, Minnesota; Connie Kieso of Morris, Minnesota; and Kathleen Marie Olson of Minneapolis.

Sandness returned to the University 27 years after earning a B.A. in English from the University of Iowa. A quadriplegic since contracting polio, Sandness worked as an adoption caseworker for Crossroads, a private adoption agency that places children with special needs. She and her husband have themselves adopted twelve children. "Now with only five children left at home, and with Metro Mobility to provide transportation, I am finally able to begin graduate school," wrote Sandness on her scholarship application.

Sandness, who has written a number of books and stories on adoption as well as a volume of poetry and short prose, is working on a master's degree in English at the University.

Connie Kieso entered the University of Minnesota, Morris (UMM), in 1985 having no previous college experience and having earned her high school Graduate Equivalent Degree. A divorced mother of five, her long-term goal is to obtain a graduate degree in clinical psychology. In her first quarter at UMM, she earned straight A's.

Kathleen Marie Olson, a divorced mother of twins, worked for McDonald's in a management capacity for ten years and attended Anoka Ramsey Community College before enrolling full-time at the University in 1984. She is pursuing a degree in management.

MORE PEOPLE NEWS

James Kessler, '68, was elected president of the School of Journalism and Mass Communication Alumni Society. Kessler is president of J.F.K. Search, an executive search firm located in Minneapolis.

Len Levine, commissioner of the Minnesota Department of Transportation and former commissioner of the Minnesota Department of Human Services, was elected president of the M Club. Levine, '60, graduated from the College of Liberal Arts, majoring in education and journalism. He lettered in track in 1958, 1959, and 1960.

Barbara Beerhalter, chair of the Minnesota Public Utilities Commission,

was elected president of the University Women's Alumni Society. Beerhalter majored in journalism at the University.

Betsy Neff, '78, head resource nurse at the University Hospital and Clinic, was elected president of the School of Nursing Alumni Society. Neff lives in Stillwater, Minnesota.

Karen Ringsrud, was elected president of the Medical Technology Alumni Society. Ringsrud, who earned her B.S. in medical technology in 1962, lives in Minneapolis and is active in the Minneapolis League of Women Voters.

Frank Lushine, '71, was elected president of the Medical School Alumni Society. Lushine is a physician at the Park Nicollet Medical Center. He lives in Edina, Minnesota.

Richard Purcell, '82, a mortician at the Holcomb Henry Funeral Home in St. Paul, was elected president of the Mortuary Science Alumni Society.

Purcell lives in St. Paul.

Joseph V. Miller, Jr., '77, of Oakdale, Minnesota, was elected president of the College of Pharmacy Alumni Society. Miller is assistant director of pharmacy at Fairview Southdale Hospital.

Randy Schwartzhoff, '75, was elected president of the Forestry/Natural Resources Alumni Society. Schwartzhoff lives in Rosemount and is employed by Georgia Pacific Corporation.

Lois (Landre) Mann, '48, of Knife River, Minnesota, was elected president of the College of Home Economics Alumni Society. Her husband, Grady Mann, is on the board of directors of the Forestry/Natural Resources Alumni Society.

LaVern Schugel of St. Paul was elected president of the College of Veterinary Medicine Alumni Society. Schugel is a doctor of veterinary medicine with Zinpro.

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Time, Talents, and Treasures

HOW FORTUNATE WE ARE to have outstanding volunteers to whom we dedicate this issue of *Minnesota*. The dedication is a small but genuine recognition of volunteerism at our great University. The University of Minnesota is what it is today because of, and future direction will be shaped by, the efforts of so many who have given and will continue to give tirelessly on behalf of an institution they care so deeply about.

Reports estimate that in Minnesota alone, volunteer efforts are worth almost \$2.8 billion per year. These irreplaceable services benefit all of us. Volunteers help teach our children, care for our older relatives, feed and shelter our disadvantaged, improve the lives of our disabled. Volunteerism is essential to cultural enrichment, crime enforcement, farm cooperatives, community spirit activities, and other directives too numerous to mention.

Any vital organization requires three things in the pursuit of maximizing its potential—contributions of time and talents, as well as treasures.

In case you are not sure how you can be involved, let me describe a few examples of great volunteerism to our University. The efforts are admirable, the results amazing.

- The successful completion of the \$365 million Minnesota Campaign is a glowing tribute to the generous nature of the more than 180,000 individuals who contributed to its success. Exceeding an already aggressive goal by more than 20 percent and concluding the campaign during the most trying of circumstances at the University could not have been achieved, however, without the selfless dedication of time and talent from the campaign's volunteer leaders headed by Curtis L. Carlson and Russell Bennett.

- The new Regent Candidate Advi-

sory Council could only have been established by that same kind of alumni commitment. When the seeds were planted to improve governance of this institution, many individuals pledged their time and talent to make this objective a reality. The two greatest champions of this cause, Tom Swain and John French, are being recognized as volunteers of the year by your alumni association in recognition of their committed efforts.

- In October, we enjoyed one of the finest weeks in the history of the University as we celebrated Homecoming '88: "There's Just One U." The spirit and direction of this extraordinary event was set by a volunteer committee. Even though the event was modified, these volunteers achieved a very positive result for Minnesota. Homecoming week brought faculty, students, and alumni into a much closer relationship. It afforded thousands of those who attended the weeklong series of events an opportunity to obtain a deeper understanding of the impressive research, academic programs, and the new disciplines available at the University and to glean a greater knowledge of the achievements and accomplishments of the faculty and alumni.

- The alumni association is in the final stages of completing production of an exciting recruitment film that will be given to the University to aid in the recruitment of potential students. It is unique and enterprising and is a direct



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

reflection of its volunteer leadership. This valuable tool could never have been accomplished without dedicated service to this worthy cause.

- The alumni association's executive committee, in a critical assessment of the 1985 annual meeting, decided it was time to restore enthusiasm and vitality for this yearly event. Volunteers have now helped it become the premier alumni association annual meeting in the country.

- Alumni association volunteers are providing internship opportunities and mentoring to University students, are inviting high school students and their parents into their homes to answer questions about a University of Minnesota education, and are serving as a key communications link to alumni.

These are but a handful of examples of volunteer leadership that are making a tremendous difference, creating challenging opportunities, and enthusiastically directing change at the University of Minnesota. They are also examples of concerned people contributing more than their treasures, but equally important, of their time and talents.

We encourage you to become a part of our volunteer network and to contribute in every way possible. Invest in your University, as it can only get better through your active involvement. Once you have made that commitment, you can look back on your efforts with pride and look forward with hope. ◀

By Chip Glaser

Volunteer Power Wins Again

THE SCORE OF THIS David vs. Goliath match was Alan Shapiro-1 and the National Collegiate Athletic Association (NCAA)-0. Shapiro isn't a current athlete, coach, or administrator, and the match wasn't played on an athletic field, but the outcome of his skirmish has directly affected men's athletics at the University.

Shapiro is an alumni volunteer. In 1987, as founder and chair of the M Club raffle, Shapiro had expected the raffle, in its fourth year, to run smoothly. Gross receipts from raffle sales were \$120,000, and when mailing and other expenses were deducted, the athletic department was expected to receive \$80,000. During half time of the Wisconsin-Minnesota football game, before 62,412 fans, Dorothy Pavelka's name was pulled from a barrel, and she was declared the winner of a 1987 Oldsmobile Cutlass Supreme.

Three days later there was an uproar. Pavelka, the mother of a University baseball player, Michael, was, in the opinion of the NCAA, which prohibits special treatment of athletes, ineligible to receive the car.

As a lawyer by training, Shapiro considered the facts. The night of the drawing, there were 28,000 tickets in the barrel; of those, 24,000 tickets had been sold to the general public and another 4,000 had been given free to students who purchased a season ticket for any Gopher sport and to parents of freshmen. Shapiro reasoned that many students had an opportunity to benefit from the raffle and in no way had athletes been given special consideration.

Shapiro took the case to the NCAA, but in round after round, he lost. The NCAA ordered that the car be returned. As his last resort, Shapiro appealed to the NCAA at its annual meeting in Nashville. Shapiro waited in Minneapolis to hear from Stephen S. Dun-

ham, University general counsel, and Robert Stein, dean of the Law School and faculty liaison to the Assembly Committee on Intercollegiate Athletics, who were presenting the University's case.

Shapiro was jolted from his seat at a Gopher hockey game by a loud-speaker announcement: "Emergency call for Alan Shapiro." Answering the phone, he was told that the NCAA had denied the appeal. Shapiro responded, "Ask again." After waiting on hold for fifteen minutes, the answer came back. The decision had been reversed: Dorothy Pavelka could keep the car.

When queried about the successful skirmish, Shapiro credits the people across the country who wrote to the NCAA about the unfairness of the ruling. More than 2,000 letters flowed in to the NCAA after an article on the controversy appeared in the *St. Paul Pioneer Press Dispatch* and was picked up by 400 papers nationwide, including *USA Today*. When others are asked why the effort succeeded, they say, "It was Alan; he really cared. He just doesn't give up until there is a happy ending."

If Shapiro seems like an energetic volunteer, he is. By his own admission, he spent approximately 30 hours per week on athletic department volunteerism last year when he served as M Club president. When not volunteering, he channels his talents into his primary job as president of Shapco, a Twin Cities printing company. His



Margaret Sughrue Carlson is executive director of the alumni association.

wife, Carol Levin Shapiro, '74, and two young sons round out his life.

What makes Shapiro care?

I always ask super volunteers that question. Shapiro says that he was profoundly affected by his positive athletic experiences. He was a member of the St. Louis Park High School state championship track team, and at the University, under coach Roy Griak, he earned four varsity track letters and was a member of the

1968 Big Ten championship team. Shapiro says he feels fortunate for the opportunities he has had, and that he wants to give something back to other athletes and students.

To date, the M Club raffle has raised more than \$300,000 for the athletic teams that are involved in the ticket sales and the M Club, which has used the proceeds for a national anti-steroid advertising campaign, the alumni association's student recruitment film, a job skills and placement program, a weight room for non-revenue sports, funds for national competitions, Bierman basketball furnishings, and much more.

Besides helping athletics at the University of Minnesota, Alan Shapiro can add another win to his scorecard—one that affects NCAA schools across the country. A new rule on fund-raising has been added to the NCAA rulebook. To meet its guidelines, fund-raising at all NCAA schools must be conducted in accordance with principles established by Shapiro's M Club raffle. ◀

By Margaret Sughrue Carlson



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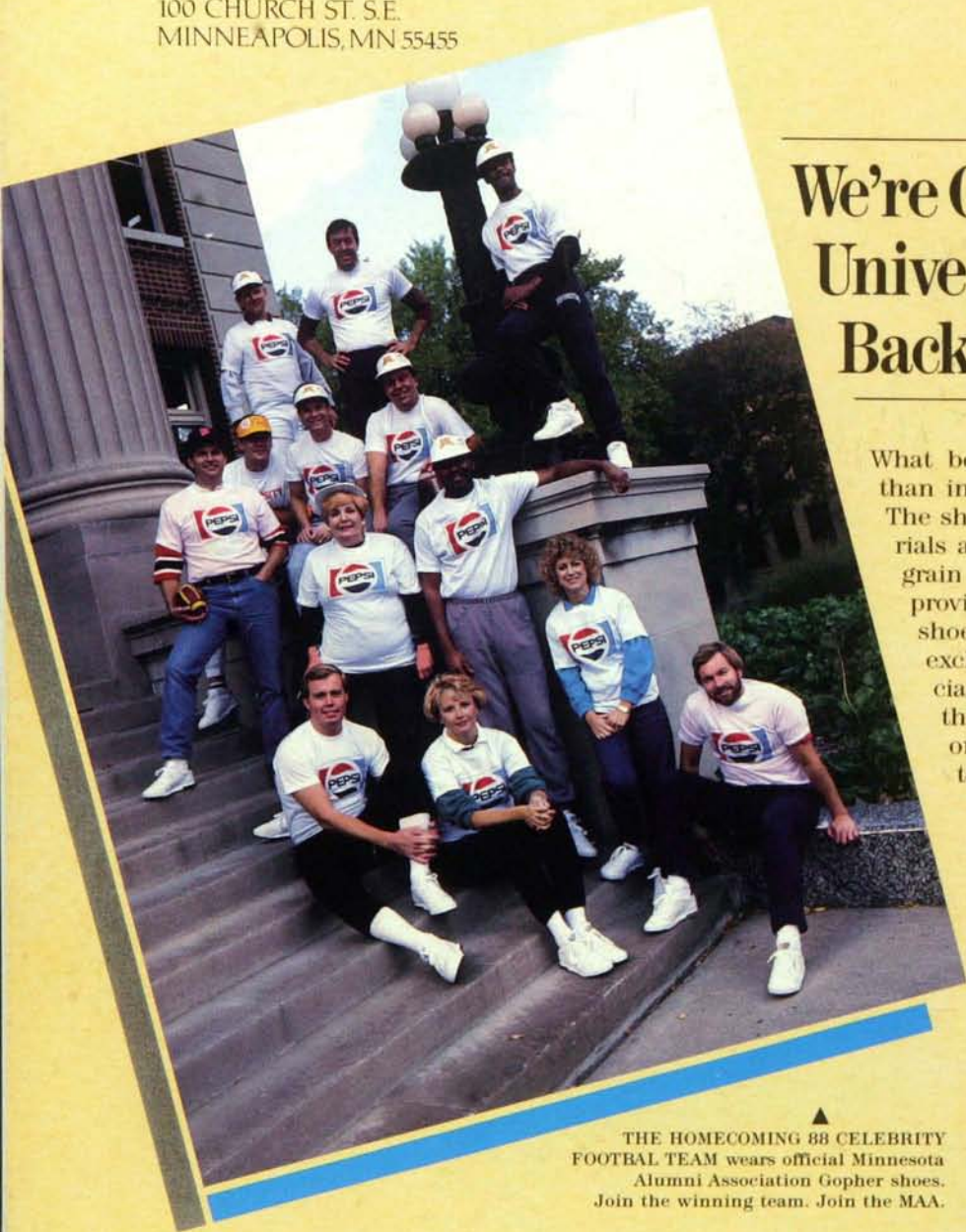
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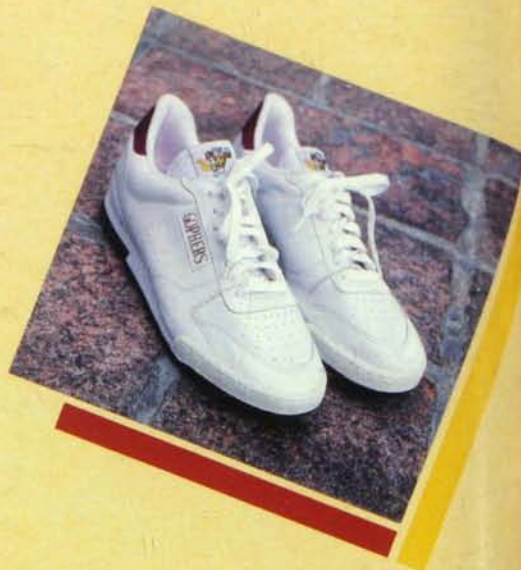
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FEATURES

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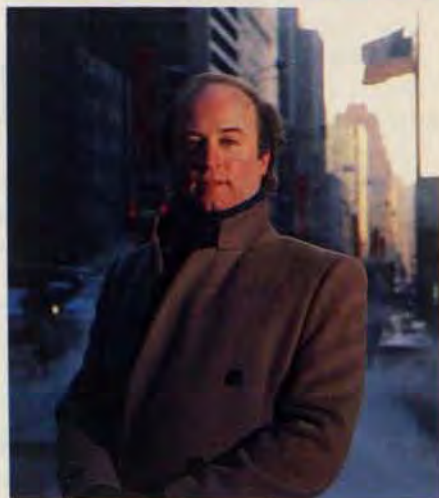
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COVER: Photograph by Kelly Johnson

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1937 Football Team



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Nursing



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I N F O C U S

Building Perspective

DURING THE VARIOUS crises that surrounded his administration's downfall, former University President Kenneth H. Keller was fond of saying, "Perception without perspective is reality." Although he fought hard to add perspective to the issues, he discovered that it is difficult to build perspective after the fact—particularly after having withheld information necessary to create that perspective.

As publication deadlines came and went, frustrating our efforts to report on each new turn of events, we at *Minnesota* made a discovery, too. We came to realize that the role we can play better than the evening news or the daily newspaper is one of providing perspective that illuminates the reality that is the University of Minnesota.

After a trying winter and spring, we began planning this issue with perspective as our goal. We asked Chuck Benda, former *Minnesota* editor, to help us put the large puzzle that is the University into perspective. How, we asked, do the parts fit together? What are the relationships among the Board of Regents, the president, the central administration, the deans, the students, and the University's other constituencies?

Benda knew it wasn't going to be an easy assignment, but he didn't think he'd spend the rest of his career writing about the University, either.

We quickly realized that if we were going to write a story that anyone would read, we were going to have to summarize the workings of each Univer-

sity puzzle part in a formatted way, providing framework and the major challenges of each. Benda's story has turned out to be the first installment, with more to come.

In the meantime, the University began to work on its budget and biennial legislative funding request. The University, which depends on the legislature for approximately one-third of its budget, is requesting \$1.26 billion for the biennium. Again, our timing was such that we couldn't report on the new budget or the action taken regarding the request. We decided to summarize the University's request and focus on the University's relationship to the Minnesota Legislature. Peter J. Kizilos took on the legislative assignment, interviewing many thoughtful and concerned legislators, administrators, alumni, and University supporters who offered their insights and expertise.

As I write this, the necessity of perspective has once again arisen. At this moment, the Board of Regents has just announced the selection of Nils Hasselmo, University of Arizona, Tucson, senior vice president for academic affairs and former vice president for administration and planning, associate dean, professor of Scandinavian languages, and eighteen-year veteran of the University of Minnesota, as the thirteenth president of the University.

In the coming months, we promise to provide you with a unique perspective of the president and the presidency. Reality demands as much.

—Jean Marie Hamilton

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1988

Photography for *Minnesota's* year in pictures was contributed by free-lance photographers **Jeffrey Grosscup**, **Rick Armstrong**, and **Neal Lambert**. Grosscup photographed Minnesota campaign events for three years. Lambert was a *Minnesota Daily* photographer. Armstrong's work has appeared in *Corporate Report* and other publications.

THE ODD COUPLE

Peter J. Kizilos is a Twin Cities free-lance writer and reviewer. He earned a B.A. from Yale in 1983 and an M.A. from the University of Michigan in 1986. He was a Russian language student at the University of Minnesota.

MULTIVERSITY, MINNESOTA

A former *Minnesota* editor and University of Minnesota graduate student, **Chuck Benda** knows the University well. Benda, who graduated in 1974 from the College of St. Thomas with a B.A. in English literature, is a free-lance writer and editor living in Hampton, Minnesota.

CHAMPIONSHIP YEAR?

Is *Minnesota* following in the *Sports Illustrated* jinx pattern? Shortly after sports columnist **Brian Osberg**, '73, '86, interviewed hockey players Robb Stauber and Tom Chorske, Chorske was sidelined by an injured shoulder. As this issue was going to press, the Gophers had just split a series with the University of Minnesota, Duluth.

HARD COPY

AGRICULTURE'S DIPLOMAT

Karen A. Reid is a graduate student at the University of Minnesota. A former *Minnesota Daily* department editor, she last wrote for the July/August *Minnesota* on women at the University.

IN BRIEF

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

MEDIA WATCH

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

COLLEGES AND SCHOOLS DIGEST

Minnesota associate editor **Chris Niskanen**, '88, is a former associate editor of both *Fins and Feathers* and the *Minnesota Daily*. He also writes and edits the Minnesota Alumni Association and people and events columns.

PHOTOGRAPHY

Jeff Christiansen is a free-lance photographer and *Minnesota Daily* photographer. **Kelly Johnson**, **Jean Thomas**, and **Rich Ryan** are University students. **Shonna Valeska** is a photographer for *BusinessWeek*. **Jerry Vincent** and **John Danicic** are Twin Cities free-lance photographers.



Peter J. Kizilos



Chuck Benda



Kimberly Yaman



Brian Osberg



Karen A. Reid



Maureen Smith



Chris Niskanen



"I really enjoy the personal attention I receive at the club."

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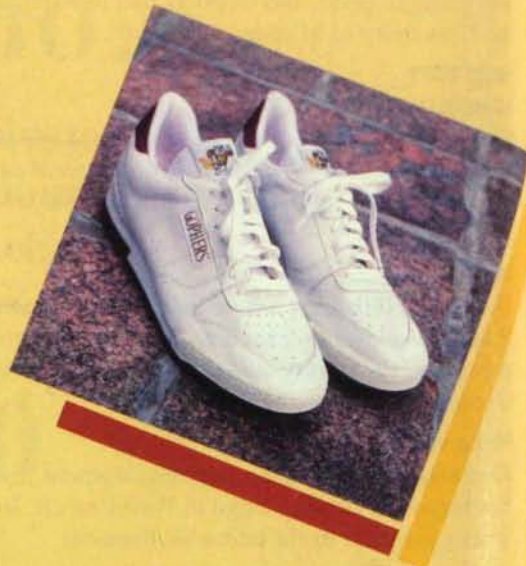
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IT WAS A VERY—hmmm—interesting year.

It began slowly. In fact, there wasn't a single University banner headline in January's daily papers. Then came stories in February of overspending on the \$1.5 million remodeling of Eastcliff, the University president's residence, and revelations of a previously undisclosed \$58 million University reserve fund. Awash in controversy, the University's twelfth president, Kenneth H. Keller, resigned on March 13. Richard J. Sauer, vice president of the Institute of Agriculture, Forestry, and Home Economics, assumed the interim presidency, presiding over an administration in which five of the seven vice presidencies were occupied by interim officers. Sauer visited the legislature to reassure legislators that the University would put its house in order; then he carried that same message to thousands of Minnesotans around the state.

With spring, the University made the news weekly. In April, Luther Darville, acting coordinator of the Office of Minority and Special Student Affairs, was accused of allegedly misappropriating \$198,000 and giving it to athletes. He fled the country for his native Bahamas, where he awaits extradition hearings. In July, athletic director Paul Giel was dismissed. In October, Stuart Jamieson was removed as head of the Heart and Lung Institute and cardiovascular surgery amid charges of alleged misconduct. And in November the Gopher football team ended the season without a Big Ten win.

There was *some* good news in a bad news year. The Minnesota Campaign raised \$365 million in three years, endowing 127 chairs, and setting national fund-raising records in the process. An estimated 150,000 alumni, students, and friends helped celebrate that achievement at week-long homecoming festivities. The University received \$1.5 million from the National Science Foundation for the Minnesota Supercomputer Center and \$12 million for the Center for Interfacial Engineering, and the new \$44.3 million Electrical Engineering and Computer Science Building opened. Ellen Berscheid, Paul Gassman, and Byrl James Kennedy were named Regents' Professors.

The presidential election came and went, with George Bush elected president, and as the year ended, local headlines speculated about who would become the next University president.

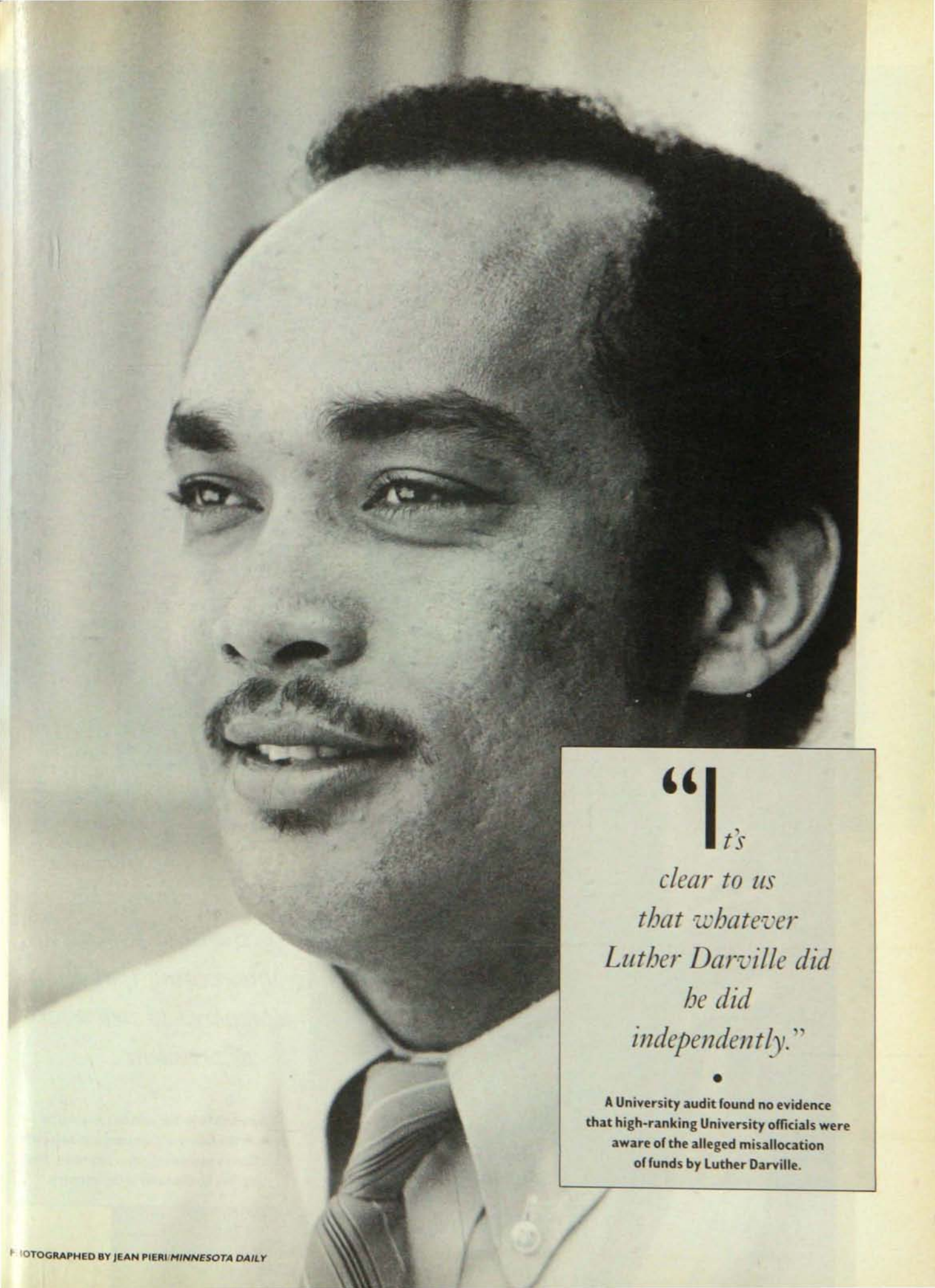
Nineteen-hundred-eighty-eight might not have been pleasant, but it won't be forgotten. It was one for the record books.





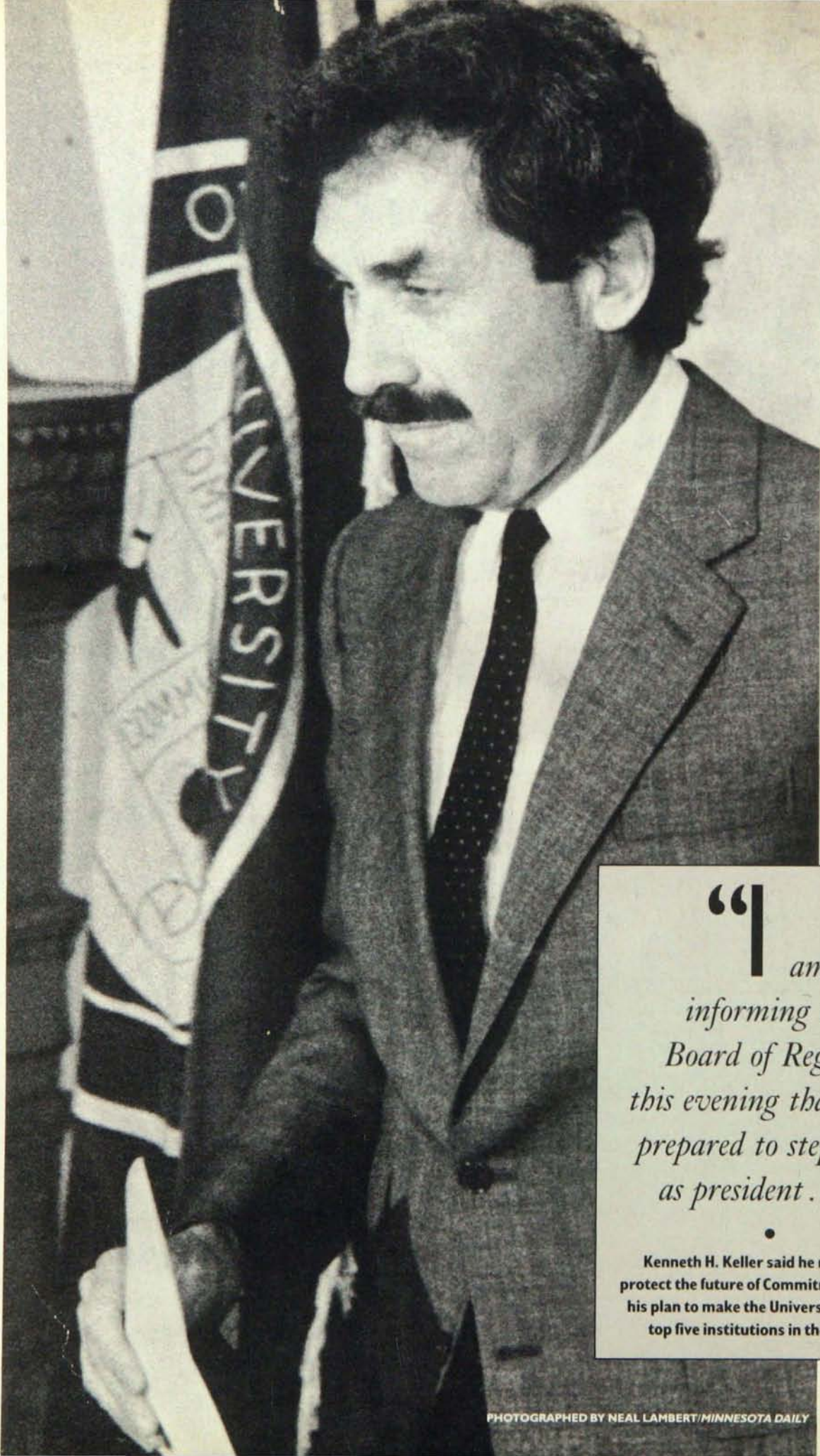
“**I**t was a remarkable achievement. We surpassed what many people believed was an unattainable goal.”

•
With Commitment to Focus as its blueprint, the Minnesota Campaign raised \$364.727 million and endowed 127 academic chairs in three years.



“**I**
t's
clear to us
that whatever
Luther Darville did
he did
independently.”

•
A University audit found no evidence
that high-ranking University officials were
aware of the alleged misallocation
of funds by Luther Darville.



“**I** am
informing the
Board of Regents
this evening that I am
prepared to step aside
as president”

•
Kenneth H. Keller said he resigned to
protect the future of Commitment to Focus,
his plan to make the University one of the
top five institutions in the country.



“**E**astcliff serves as the
representational and ceremonial home
of the University of Minnesota.”

•
Budgeted at \$644,477, the remodeling of
Eastcliff cost \$1.5 million. The house, located
at 176 North Mississippi River Boulevard,
was built in 1922.



The Odd Couple

DESPITE OCCASIONAL TIFFS OVER MONEY
AND WHO'S BOSS, THE 131-YEAR-OLD MARRIAGE
BETWEEN THE STATE'S TWO OLDEST
INSTITUTIONS—THE LEGISLATURE
AND THE UNIVERSITY—REMAINS FAITHFUL,
THOUGH CHANGED
BY THE TIMES

BY
PETER
J.
KIZILOS

LOOKING BACK ON the University of Minnesota's 131-year relationship with the Minnesota Legislature, two recurrent themes best summarize the complex time-scarred partnership: First, though the legislature has not always agreed with the University, legislative support has remained steadfast. Second, the same issues—University funding and autonomy—tend to disrupt relations between the two.

As the legislature convenes in January, the relationship takes on historical dimensions. Both the issues of funding and autonomy are expected to arise as the legislature begins considering how much funding to appropriate to the University for the 1990-91 biennium. (The University, which is requesting \$1.26 billion

for the biennium, relies on the legislature for approximately one-third of its budget.) Though autonomy does not appear to be threatened, University overspending at Eastcliff, charges of financial and physical plant mismanagement, and dissension between the Board of Regents and the president have prompted legislators to probe the way the University governs itself.

How the historical drama will play out and whether the traditional support for the University will remain steadfast have University supporters and observers seriously concerned.

Throughout its history, the University's relationship with the legislature has been tested by the personalities, economics, social and political events, and conditions of the times.





Internal pressures acting on the University and the legislature contribute to many disputes. Legislators are more reactionary when in-house divisions—urban versus rural and liberal versus conservative—mix with controversial happenings at the University.

Rural support for the University can be traced to such a controversy in the 1880s as a crisis that began over funding escalated into one over agricultural education.

Upset by what they considered to be weak sister treatment given the agricultural school, rural legislators interpreted the Board of Regents' indifference to agriculture and sluggish decision making on matters pertaining to the school's future as arrogance. Two populist farmers' groups—the Farmers' Alliance and the Grange—charged the University with diverting to other projects federal money earmarked for agriculture. In addition, they were angry about the school's theoretical orientation. The farmers proposed to sever University control over the agricultural school and give it to the legislature.

President Cyrus Northrop, a man of personal charm and rhetorical skills, prodded Minnesota Governor John Pillsbury, founder of Pillsbury Mills and an opponent of splitting the schools, into speeding up his planned donation of \$150,000 to the University. As a token of gratitude, the legislature left the agriculture school under University control.

Since then, though some rural legislators have at times become disenchanted with the University—discontent provoked by student activism on campus rose during the Vietnam War years, for example—they have traditionally been among the University's strongest advocates.

Nonmetropolitan Minnesotans, says Representative Ben Boo (IR-Duluth), are often less critical of the University than are their urban counterparts. "The rural, more conservative legislators fully recognize and appreciate the tremendous contribution that the University has made to their well-being—in agriculture, animal husbandry, and the whole shooting match," says Boo. "They're quick to recognize the University's importance."

Urban lawmakers, on the other hand, says Boo, can be among the University's most ardent

advocates, or its harshest critics. "As disturbing as it is," he says, "some of the more liberal legislators that come from Minneapolis have been hypercritical of the University. I've never understood that because the University is within their own districts."

When the University and legislature are at odds, the question of University autonomy is often raised. The most serious challenge came in 1925, when the winds of economic disaster and the coming Depression whistled through Minnesota's prairies.

Minnesota Governor Theodore Christianson—who, as a state representative, opposed University funding in the 1922-23 biennium—and W. I. Norton set up a three-member Commission of Administration and Finance to control state expenses—and University spending.

Opposed to state interference, University President Lotus Coffman directed Everett Fraser, dean of the University Law School (and father of Minneapolis Mayor Don Fraser), to probe the legalities of the 1851 charter granted to the University by Minnesota's territorial legislature for evidence backing the University's legal claim to autonomy. The 1851 charter spelled it out loud and clear: the regents were solely responsible for governing the University. Delving deeper, Fraser discovered that Minnesota's 1858 State Constitution confirmed the claim. The regents' historical reluctance to assert their right to govern was the only possible pitfall.

Nevertheless, the University brought the case, which formally named state auditor Raymond P. Chase as defendant, to district court. Judge Hugo Hampf sided with the University's argument. As a result, the legislature allowed the Board of Regents to resume control of the University as the 1851 charter had stipulated. The Chase case established for all time the legal basis for University autonomy.

Still, it didn't prove to be the final word in the continued battle for control. Later, legislators tried other means to wrest control of the University, including asking voters to amend the state's constitution. Legislators have since sponsored such efforts in 1976, 1977, and 1981, yet these proposals have never won broad support.

"The legislature has tried year after year to circumscribe what the University does, or at least to direct what it does."





“The real question wasn't that there was a fund balance, but what the appropriate level of that fund balance should be.”

Arthur Naftalin, former mayor of Minneapolis and University professor emeritus, sees autonomy as a major source of conflict. “Tension between the University and the legislature has often occurred because of the constitutional autonomy the University enjoys,” says Naftalin. “It's always been a problem of knowing to what extent the state government can control University activity. The University has always maintained, and many people feel rightfully so, that the legislature should not interfere with the substance of policy.”

Legislative attempts to channel funding to areas it deems important can make the University especially jittery, Naftalin says. “The legislature has tried year after year to circumscribe what the University does, or at least to direct what it does. They have a whole series of special appropriations, which are aimed at making sure that particular monies go for particular purposes. And this is always looked at with some concern by the University.”

The University's recent trials and recriminations illustrate why the legislature is nervous about University autonomy. Political reality dictates that the University follow disclosure rules to the letter of the law and avoid the appearance of impropriety or conflict of interest, particularly when finances are concerned. Controversy over the University's reserve fund shows what can happen when budget practices aren't fully disclosed.

Appearances can be deceptive, but in politics even wrong impressions can sting, says Representative Lyndon Carlson (DFL-Crystal), chair of the House Education Appropriations Committee. “The real question wasn't that there was a fund balance, but what the appropriate level of that fund balance should be,” says Carlson. “Without knowing it existed, you couldn't have the dialogue you should in terms of what that fund balance should be used for, what size it should be, all that should go into an appropriations discussion.”

Former Regent Lauris Krenik believes media coverage painted a distorted picture of the truth, with stories that referred to the reserve fund as a “slush fund” only reinforcing the misperceptions. “I was very disappointed with the press at that time,” Krenik says. “A lot of

their stories were exaggeration and, frankly, some of it was just plain not true. There were a lot of people around looking to dig up dirt, and anything they could get ahold of they did.”

Many legislators, however, suspected the University of deliberately keeping secrets. When they learned of the fund's existence, some lawmakers looked back and wondered if the University had really needed all the funds it had requested in the past. Even the suspicion that it hadn't was enough to tarnish the University's reputation. Carlson bluntly states what he and many of his colleagues concluded: “The position the University had unfortunately taken in recent years before the legislature was that it didn't have adequate resources to reallocate. We have since learned that they did.”

Had the University responded forthrightly to the legislators' concerns about the reserve fund, relations may have been salvaged earlier. Instead, many legislators were disappointed with the University's response to their inquiries.

Senator Gene Merriam (DFL-Coon Rapids), chair of the Senate Finance Committee, criticizes the University for failing to see the matter as sufficiently serious. “Almost nothing the University did afterward was designed to restore people's confidence: from President Keller's trip to Hawaii at that time to a lot of University people kind of downplaying the issue. And then there were problems after President Sauer came on board. His fairly strong defensive posture didn't help,” Merriam says.

The state's shifting demography and legislative redistricting in the 1970s altered the legislature's power balance to benefit urban areas. The changes also affected the University's relationship with the legislature, says Stanley Kegler, who retired last year after twenty years as chief University lobbyist. Kegler says predecessor Stanley Wenberg dealt with a different reality.

“Up until [the early 1970s], the legislature was controlled by a dozen, if that many, important senators and representatives, the chairmen of key committees,” says Kegler. “They had been in the legislature a long time, they tended to be rural, they tended to be conservative. Mr. Wenberg dealt a good deal with





those people. As a matter of fact, he spent a lot of time with them almost to the exclusion of anybody else."

Kegler's job was considerably more complicated than Wenberg's as a more diffuse leadership required that he get to know virtually every member of the legislature. "We've had a tendency over the years to exist in what I call splendid isolation," Kegler says. "Give us the money, but don't tell us how to spend it. I had difficulty convincing my colleagues, including Ken Keller, that the kind of work that goes on over at the legislature, and the kind of people and staff over there, were very important. One had to pay a good deal of attention to them, spend a lot of time with them, and deal in a timely way with them."

AS THE LEGISLATIVE session begins, lawmakers and supporters are offering advice to University leaders. They call for the University to mend fences with the legislature and restore damaged credibility by adopting a more conciliatory tone. Senator Merriam urges administrators to drop any lingering defensiveness, roll up their sleeves, and discuss the University's short- and long-term difficulties.

"They've got to overcome the siege mentality I think exists among many at the University these days," Merriam says. "The [administration] feels so put upon by all the attention and the bad press of late. I saw President Sauer get worse and worse with this as time went on. Instead of meeting the problems head on, saying, 'Yeah, that's a problem, let's do something to correct it,' the attitude has been 'Quit picking on us. After all, we're doing some things right.' Everybody knows that, and there's a good deal of love and respect for the University. But we're not going to straighten things out by ignoring faults and just talking about those good things. That's not the way the world operates."

Legislators also urge the University to better appreciate constituent pressures on lawmakers to find out what's causing the University's recent problems. The public deserves some answers, says Senate Majority Leader Roger Moe (DFL-Erskine).

Constituent concern is aroused when things

don't look good at the University, says Moe. "Minnesotans feel possessive toward the University and want to know what's going on when problems surface," he says. "If you look at the news clippings over the past couple of years, it's just been one bad news story after another. It hasn't made any difference whether it's been the president's house, or internal management, or athletics, or how the teams behave on the road, or whatever the case may be."

Especially important at appropriations time, the University must give a true picture of its budget needs and policies, says Representative Carlson. Since the University doesn't usually receive all the funds it requests, setting priorities is crucial. "It's seldom that we would totally pass over an item that the University has really high on the priority list," he says. "There may be some bargaining as to how much is needed at a given time, or how fast a given program may be started. And there may be questions as to whether there are any other resources the University might be able to use if this one isn't funded at this particular level."

"Over the years the legislature has been quite generous to higher education," says Naftalin. "But at this point, the need is much greater than the financing. There's no quick road to establishing support from the legislature. First of all, it depends on an open flow of information—keeping the legislature fully advised as to what the University is doing, the service and programs it provides, and how it is competing with other institutions."

Representative Boo advises the University to pay more attention to influential legislators who are in a position to help the University at appropriations time. "The key to a harmonious relationship is in the appropriations committees of the senate and house," says Boo. "The vast amount of research, the vast number of hearings occur in those two relatively small committees. The University needs to concentrate on the personalities in those two committees."

Leaders such as Senator Moe say they have no desire to renege on the state's commitment, but they do evaluate the University's financial needs—present and future—in the context of the state's higher education system. "Other

"We've had a tendency over the years to exist in what I call splendid isolation."





“Minnesotans
feel possessive
toward the
University and
want to know
what’s going on
when problems
surface.”

educational institutions—state and community colleges, vocational-technical institutions, and private colleges—also have legitimate financial claims,” says Senator Moe. “Increasing competition for higher education dollars from each node in the network will challenge the University to better communicate and explain its special needs.”

Commitment to Focus is seen by many as one of the most promising ways to improve the quality of the University, and the quality of higher education in Minnesota.

Following through on Commitment to Focus should also help the missions of different parts of the system and halt unproductive competition, says Representative Boo. “Right now, the AVTIs [Area Vocational Technical Institutes] are trying to get up to the community college level, and the community colleges are trying to get up to the state university level. And up it goes. Maybe we haven’t worked hard enough on delineating missions—to date it’s been lip service. Lots of meetings, but no clear agreement on how to separate those missions. If that delineation could ever be made, I think a lot of the problem would be eliminated.”

“The University used to have an image of going out and grabbing everything it could and putting it under its umbrella,” says Krenik. “And here was [Keller] saying, ‘No, let’s work together on this, and we’d like to upgrade the quality of the University. But we can’t do that if we’ve got to be doing all these other things.’”

Krenik says Commitment to Focus helped the University’s capital fund drive succeed. “I’d be very disappointed if Commitment to Focus got lost in the shuffle because it’s the best thing to happen to the University in a long, long time,” he says. “The University would not have been able to go out and raise \$365 million in private funds if people didn’t feel confident something was going to be happening at the University.”

Says Senator Merriam, who supports the plan, “I don’t think the problems at the University revolve around the academic core. I think Commitment to Focus was right on. What the University needed was a tremendous public relations job to explain that to people.”

Senator Moe thinks the University should have thought through the possible political

repercussions of Commitment to Focus before unveiling the plan. “When President Keller came in with Commitment to Focus, it became an opportunity for a lot of smoldering and latent irritation to erupt,” he says. “The word *elitism* started to develop and that gave legislators another chance to attack. It crisscrossed between parties and different parts of the state. The fears of elitism were there, and people felt they were losing their University. I don’t think you could have plotted a scenario with worse timing than the Eastcliff phenomenon.”

Representative Boo isn’t worried about the elitism charge. “There are some of us who accepted the fact that if we were going to have a great university, it had to have a degree of elitism to it. And the state universities would then fill the void created by the greater research orientation at the main university. So, to me, it was a logical sequence. But I was obviously in the minority on that mentality.”

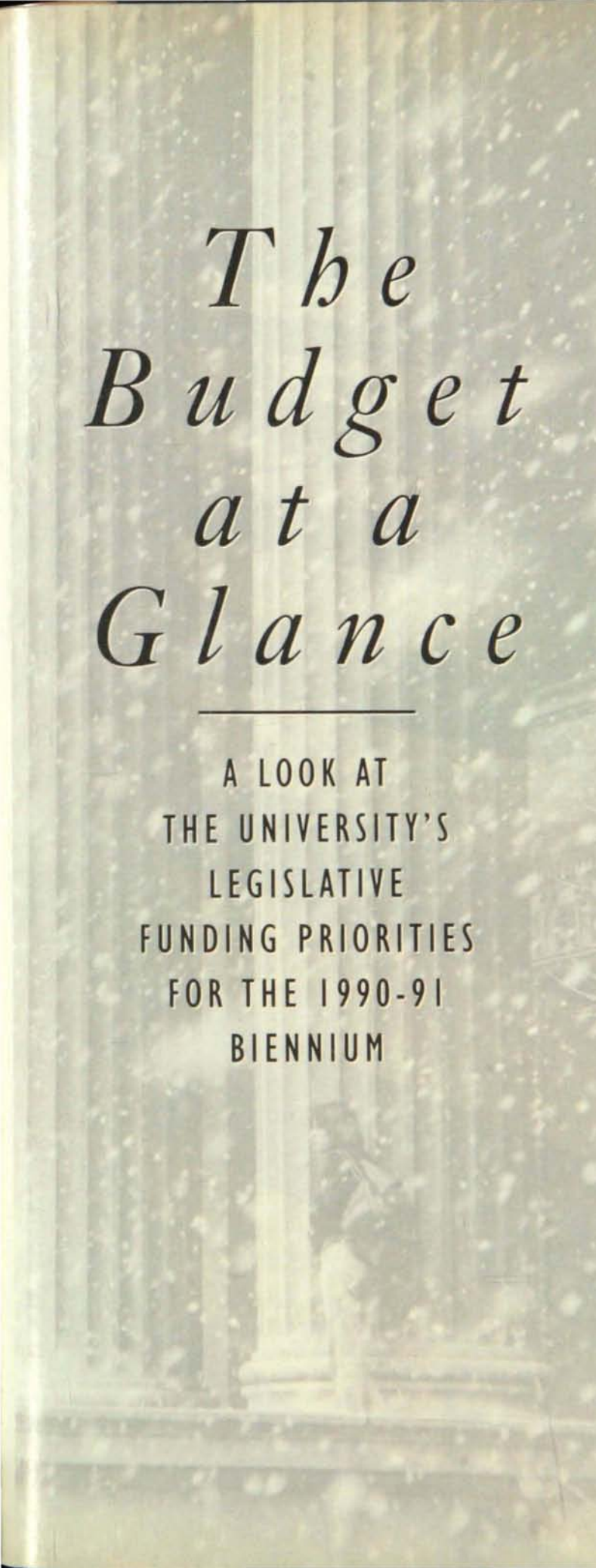
In spite of the rocky relationship between the University and state legislature in the past year, Senator Moe doesn’t fear that long-term damage has been done. He’s optimistic the University can rebound quickly. “Yes, we’ve had some glitches—this Eastcliff affair, that’s something legislators can understand and kind of relate to. But it’s not a major problem in terms of the whole University. It highlights internal problems that need to be corrected.”

Moe would advise a new University president to first master the detailed structure of the University in order to control and steer it. No simple task, Moe admits.

“The internal politics at the University are at least as keen, if not tougher, than the politics I deal with at the legislature,” he says. “You’ve got competing interests within the faculty, you have the faculty wanting the administration and the Board of Regents to do more. And at the same time, regents try to balance out what’s possible with what they want. It’s a tough balancing act.”

If the next president succeeds in the task, Moe believes some better years lie ahead. “I think the new president and administration will find a real willingness in the legislature to get the problems behind us and to re-establish the University of Minnesota’s good name in higher education across the country.”





The Budget at a Glance

A LOOK AT
THE UNIVERSITY'S
LEGISLATIVE
FUNDING PRIORITIES
FOR THE 1990-91
BIENNIUM

WHEN THE 1989 Minnesota legislative session begins January 3, the University will be requesting \$1.26 billion for the 1990-91 biennium. That includes a \$198.7 million, or 15.5 percent, increase—about average by historical standards.

With more than 60 items listed in the University's 179-page request, funding areas with high priorities include items aimed at improving undergraduate education, upgrading instructional equipment and computers, improving minority programs and services for the disabled, expanding child-care opportunities, strengthening University library services and collections, making faculty and civil servant salaries competitive with other institutions, and modernizing an antiquated accounting system.

Here is a brief summary of some of the University's 1989 funding priorities. Since it is a biennial request, all dollar amounts represent two years of funding.

More Faculty Per Student

THE UNIVERSITY is requesting \$6 million per year to increase the amount of money it spends on each student, which translates into increasing the number of faculty members. Currently, the University ranks in the bottom half of the Big Ten in expenditures per student, but is aiming for third place. To move into third place would require \$29 million a year, but \$12 million, combined with declining enrollments and other Commitment to Focus initiatives, would allow the University to make progress toward the goal by the end of the biennium.

Undergraduate Education

SEVERAL SPECIFIC ITEMS address the needs of undergraduate students. The University is requesting funds to hire more undergraduate advisers, to expand honors programs at all campuses and colleges, and to expand study-abroad opportunities. There is also a request to improve teaching skills of teaching assistants (TAs), with special attention paid to improving the skills of TAs for whom English is not a native language.

Equipment and Computers

THE UNIVERSITY ranks at the bottom of the Big Ten in per student expenditures on instructional equipment. The most pressing need is for additional scientific and engineering equipment; last

year, the University spent \$250 per student on equipment for engineering, one-tenth of what was spent at the University of Michigan. The University is requesting \$10 million.

With approximately one computer per 100 students, the University is requesting a 5 to 10 percent growth in expenditures on computer equipment. In comparison, at Carnegie Mellon University, the ratio is one computer to every three students.

Minority Programs, Disabled Students, and Child Care

THE UNIVERSITY is requesting \$2.9 million to increase the number of minority students on campus and to expand minority programs. Slightly more than \$1 million is being requested to provide better services for disabled students on all University campuses. The University is also asking for \$1.5 million to increase its support of child-care facilities on the Twin Cities, Duluth, Crookston, and Waseca campuses.

Libraries

THE UNIVERSITY'S library system loans more materials than any other library in the country—even more than the Library of Congress—yet its budget, as a percentage of the total university budget, ranks seventh in the Big Ten. The University is seeking \$3.9 million to strengthen its collection and \$5.1 million to improve its services.

Faculty/Civil Servant Salaries

TO BRING FACULTY salaries up to third place among public universities in the Big Ten, the University is requesting \$25.8 million, a 4.75 percent increase above inflation. University faculty salaries currently rank seventh in the Big Ten. Recent studies indicate that civil servant salaries rank below those of other state government employees in Minnesota. The University is requesting \$6.7 million, a 2 percent increase above inflation for 1989-90 and a 1 percent increase for 1990-91.

Accounting/Management Systems

THE UNIVERSITY'S MAJOR management and accounting systems are an average of eighteen years old. To begin modernizing the systems, the University is requesting \$10.5 million. ◀



Multiversity, Minnesota

A PRIMER ON THE CITY-STATE

KNOWN AS THE UNIVERSITY OF MINNESOTA
IS A COMPLEX STUDY OF DEMOCRACY AT WORK.
EVEN THE ABC'S ARE DIFFICULT TO MASTER

BY
CHUCK
BENDA

THE UNIVERSITY OF MINNESOTA is often acclaimed for both its size and the excellence of its programs. Its numerous achievements—in agricultural research and development, in medicine, in science and technology—have placed it among the top academic institutions in the country. The National Academy of Science recently ranked the University seventh in the nation overall among public universities and seventeenth among all colleges and universities. Although the University's size is an asset in some respects, it also can be a liability.

In many ways, the University is like a large city. If you consider the combined enrollment at its five campuses (including extension students) and the faculty members and other employees, the University's population exceeds 100,000, making it larger than all but a few Minnesota cities. The University has its own police force, its own hospital, and its own utilities. Its assets total \$2.7 billion, which, if it were a company, would place it 132nd on the Fortune 500 list. The University has more square footage of building space than the office space of downtown Minneapolis and St. Paul combined.

The University has conferred more than 400,000 degrees, trained roughly half of the state's medical doctors, and almost all of the state's engineers and scientists. In 1987, the University ranked fifth in the nation in the number of patents issued by the U.S. Patent Office—more than Yale, Johns Hopkins University, or the entire University of Texas

system.

With some 54,000 students on five campuses, more than 3,000 faculty members, more than 25,000 full- and part-time employees, and an annual budget in excess of \$1.2 billion, the sheer size of the University presents a management problem of gargantuan and, occasionally, nightmarish proportions.

The University's successes and failures are generally well-known—and often chronicled in the media. The means and methods of guiding the University, and of maintaining its daily operations, are much less well-known. The credit and the blame for the University's triumphs and tragedies are often directed at the president and the Board of Regents. And although they *are* the primary forces guiding the University, all of its constituents—from senior faculty and civil service employees to the freshman class—have a say in how the University is run.

If we are ever to make progress operating the University, we must first understand how it works. Although the University's size and complexity preclude a detailed accounting of its administration, we can provide the primer that follows.

The Board of Regents

ESTABLISHED BY the Minnesota State Constitution, the Board of Regents functions much as a private corporation's board of directors does. The board consists of twelve members, each of

“I think it is the president's responsibility to manage the daily operations at the University and also to recommend to the board if new policy is needed or if present policies need to be changed. The challenge comes in defining policy.”



whom is elected to a six-year term by members of the state legislature. There is one regent from each of Minnesota's eight legislative districts, and there are four at-large regents, including one who must be a University student or a recent graduate. The regents' terms are staggered to maintain continuity on the board.

Once a month, the board meets for two days—Thursday and Friday—usually during the second week of the month. Thursdays are typically reserved for committee meetings of the board's four standing committees: physical planning and operations; finance and legislative; faculty, staff, and student affairs; and educational planning and policy. Each board member serves on two standing committees, and it is here, according to board chair David Lebedoff, that much of the work gets done. Board members meet with representatives of the various constituencies on campus as necessary.

On Friday mornings the entire board meets, along with the president. The meetings are open to the public, and other members of the University community are often called upon to present reports or other information.

“The Board of Regents has two main functions,” says Lebedoff. “The first is to select the president of the University. The second is to set policy... and then, of course, to observe whether the administration operates consistently within the policy goals the board has set.

“The board should not attempt to administer the University itself. If a president is not doing a good job, or is not acting in a manner consistent with the policy that's set by the board, the board should get a new president. But until that point, the board should be supportive of the executive and keep its hands off the day-to-day operation of the University.”

Although Lebedoff has a clear concept of what he sees as the board's function, he points out that not all board members agree. Although

the basic concept that policy matters are the board's responsibility and administration is the president's is widely accepted, problems arise when there is disagreement as to which realm, policy or administration, the matters belong.

When the board was created, its role was not defined in any detail. Because of the autonomous nature of the University as conceived through its constitution, the legislature has refrained from dictating an official definition of the board's role. In a sense, the board defines its role through its actions.

At the ends of the spectrum, the answers come easily. Whether the University should invest in companies that do business in South Africa is clearly a policy decision to be made by the Board of Regents. Who to hire to fill a civil service position is clearly an administrative decision. Between those extremes, however, the decision-making process can become murky.

“The decision to cut undergraduate enrollment, that's a policy decision,” Lebedoff says. “The decision to close a school—that's another question. Some might say that's merely an administrative decision. Others might say it's a policy decision because that particular school performs the service mission of the University. It's not always easy to know what is policy and what is administration—there is a point at which it requires a real balancing act within an organization.”

Administration

ON THE OTHER SIDE of the scale, also attempting to maintain the delicate balance between the Board of Regents and the administration, is the president. The president is selected for an indefinite term by the Board of Regents whose decision is based in part on recommendations from a search committee consisting of representatives from various University constituencies.



"In a simple sense, the role of the president is management and the role of the Board of Regents is governance," says University Interim President Richard J. Sauer, "but that doesn't provide much of an explanation. I think it is the president's responsibility to manage the daily operations at the University and also to recommend to the board if new policy is needed or if present policies need to be changed. The challenge comes in defining policy."

Like Lebedoff, Sauer believes the University's day-to-day operations are the realm of the president, and that the board should support the president, unless he or she is not doing a good job, in which case they should get a new president. "I don't think the board has a role in the daily operations of the University," Sauer says, "but they obviously need to be kept informed. This board in particular is now going to be overly sensitive about whether it has asked enough questions; whether it has asked for enough information about daily operations. There's a risk that this board will begin to meddle and try to make management decisions."

"The board has to hire a manager—a president and administrator—in whom they have trust and confidence. That trust and confidence should go two ways, and it is maintained and enhanced by frequent and open communication."

Ideally, from that basis of trust, the president works through the administrative staff to manage the University. The nature of that working relationship depends on the management style of the president. The chancellors and the seven vice presidents are the next links in the chain of command. The president serves as chief administrator of the entire University system, and the vice president for academic affairs serves as provost, or chief operations officer, for the Twin Cities campus. The Crookston, Duluth, Morris, and Waseca campuses each have a chancellor who serves as chief

operations and academic officer for the campus. There are seven vice presidents including vice presidents for finance, University counsel, student affairs, academic affairs, external relations, Health Sciences, and the Institute of Agriculture, Forestry, and Home Economics (currently five are filled by interim officers) for the Twin Cities campuses. The president selects the chancellors and the vice presidents with the approval of the Board of Regents.

Deans come next in the hierarchy of command. Each academic unit within the University—the Institute of Technology, the College of Liberal Arts, the Law School, and so on—is headed by a dean. Deans serve as chief academic and operations officers for the academic units, reporting to the vice president under whom they are aligned. The deans are selected by the appropriate vice president, based on recommendations from a search committee and subject to approval by the Board of Regents.

The University's size and complexity are the president's biggest obstacles. To reach decisions, the president must rely on information from all parts of the institution. "This is a very large, complex, and decentralized institution," Sauer says. "Even if the president wanted to make every decision—and physically could, or had the time to—this institution wouldn't allow it. I have never been at another university where so much consultation has been expected with so many groups."

"The faculty expect to be asked before every decision. And the students. And the civil service. I don't think they expect the president to make every decision based on their input, but they feel offended if they haven't been asked."

"I would say that the single most important rule the president should follow is, when in doubt, delegate. You can't do it all. You have to decide what you *can* do and delegate the rest. My style is to focus heavily on external



"T*his board in particular is now going to be overly sensitive about whether it has asked enough questions; whether it has asked for enough information about daily operations. There's a risk that this board will begin to meddle and try to make management decisions."*



relations—on relationships with the legislature, alumni, the board, and other publics—and deal with some of the broad financial and personnel management issues, but delegate much of the day-to-day decision making in different areas of the University to the appropriate vice president.”

The vice presidents, in turn, oversee an intricate network of administrators from associate vice presidents on down, who delegate responsibility as necessary to complete the chain of command from the president to the individual workers within the system.

Faculty

THE TWIN CITIES campus has 2,470 full-time and 389 part-time faculty members; Duluth, 325 and 18; Morris, 131 and 1; Crookston, 61 and 1; and Waseca, 49 and 2. Although the true decision-making power is ultimately in the hands of the president and the Board of Regents, the faculty plays an important decision-making role.

The University Senate is the faculty's principal means of influencing University policy and administrative decisions. The Senate consists of 222 senators—157 faculty members and 65 students—representing all the University campuses. Senators are elected to three-year terms, with approximately a third of the terms expiring each year. Senators can serve two consecutive terms, at which time they must spend at least one year out of office before running again.

The chief role of the senate, according to Mark Brenner, chair of the Senate Consultative Committee, is to establish policies governing academic operational procedures. The senate plays an instrumental role in developing policies such as credit hours, grading policies, and entrance and graduation requirements. Within the senate, 39 committees have been established, including committees on educational policy, faculty affairs, tenure, and

physical planning, to deal with specific issues before they are addressed by the entire senate.

In addition to the senate, each campus has a Faculty Assembly that discusses issues pertaining only to that individual campus. Representatives from both the senate and the campus assemblies meet with the president monthly.

Although recommendations of the senate and the assemblies are carefully considered, according to Brenner, the two bodies have no actual power to enact changes. “We can only raise issues and bring them to the attention of the administration,” Brenner says. “The president can decide for or against our recommendations but is accountable to justify decisions, and the regents are told how we voted.”

The faculty does *not* have direct formal representation on the Board of Regents—as the student body does—which is a situation some faculty members would like changed. “In almost all cases, we do not act without going through administration,” Brenner says. “We try to use as much authority as we can, but we work with the administration.”

“Faculty governance at Minnesota is perceived to be among the strongest in the country. We don't always get our way, but we are much more involved than are faculty at most other universities. And we're taken seriously.”

Students

IN MANY WAYS, student government parallels faculty government. For the 1988-89 academic year, 42,571 students are enrolled at the Twin Cities campuses, 7,535 at Duluth, 2,021 at Morris, 1,169 at Waseca, and 1,221 at Crookston. These students elect 65 senators to the University Senate, which represents their concerns to the administration. They also participate in the individual campus assemblies.

In one very important way, however, student involvement with University governance

“The faculty expect to be asked before every decision. And the students. And the civil service. I don't think they expect the president to make every decision based on their input, but they feel offended if they haven't been asked.”

“Faculty governance at Minnesota is perceived to be among the strongest in the country. We don't always get our way, but we are much more involved than are faculty at most other universities. And we're taken seriously.”

differs from faculty involvement: The student body has direct representation on the Board of Regents, both through the one regent who must be a student or recent graduate and through Minnesota Student Association (MSA) representatives who sit on the regents' committee.

Sometimes it's difficult for student senators and representatives to the regents' committee meetings to determine just what the student body wants. To remedy this, the MSA is beginning a new telephone poll that will solicit opinions from 200 to 300 students each month. “The biggest way we can influence the University is through our dealings with the administration,” MSA President John Bradford says. “We put pressure on them to keep the students in mind—as a constant reminder that we're the chief consumers here and that you can't forget about the students when you're making decisions.”

Employees

AS WITH MUCH of the rest of the University, the problem of organizing non-faculty employees and providing a means for them to affect the direction the University takes has to do with size and complexity. The employee categories alone are mind-boggling. There are full- and part-time employees in academic appointments, student academic appointments, civil service and student civil service, University Hospitals employees, and various units of unionized workers. The units are represented by their unions in their dealings with the administration. The two largest groups—Civil Service and Hospital Employees—are represented by formal committees.

The Civil Service Committee has nine members, each of whom serves a three-year term and is selected by the president from a group of five finalists chosen by a search committee. “We are an advisory group to the pres-

ident,” says Barbara Bartholomew, current chair of the civil service committee. “We also hear appeals between employees and supervisors, or employees and the personnel department.”

The primary purpose of the committee, however, is to represent civil service employees' concerns to the administration and the Board of Regents. The committee meets monthly and attempts to solicit input from employees. As chair, Bartholomew also attends regents' meetings to answer any questions the regents might have about issues concerning civil service employees.

“We don't have scheduled meetings with the president, but he has met with the committee when necessary,” she says. “The president also has an open-door policy. We've been involved with search committees for the vice president for finance and for the new president. We've been very fortunate with this administration to be as involved as we have been.”

In this brief primer we have not begun to address the more difficult to define areas of the research, teaching, and public service missions, University culture, management of resources and the physical plant, the coordinate campuses, the outside influences of the legislature, alumni, and donors, and the life-line support of funding and fund-raising. With these areas comes more complexity, more difficulty in governance, more interrelationships and intricacies.

Author-scientist Isaac Asimov once defended basic research concluding that “we can only make the general rule that, through all of history, an increased understanding of the universe, however ethereal, however abstract, however useless, has always ended in some practical application (even if sometimes only indirectly).” In short, our primer on this multiversity ends with the understanding that the next installment on the University universe is coming soon.



CHINESE ERROR

I AM WRITING in response to your article on 300 plus in the September/October 1988 issue. My interest is in the Guang Zhau Scholarship. The spelling of this large and famous city is incorrect. It is spelled as one word and the ending is not "au" but "ou."

As a student of Chinese history and a recent visitor to China, I was pleased to read of this fund's availability, but the mistake was a lack of someone's research or proofreading. Something I learned to be precise about in my first Chinese history class with Professor Ted Farmer.

Your interest in this would be appreciated.

BETSY ORTGER
St. Paul, Minnesota

WOMEN AT ISSUE

THE NEXT ISSUE has already come and I haven't yet found the words to express my feelings upon reading (and rereading) *Minnesota* magazine of July-August 1988.

News from Minnesota travels very slowly to California, however, it would be remiss of me if I didn't write to tell you this was the most meaningful issue the alumni association has ever published. Congratulations to you and your staff.

After concluding a 35-year rewarding and successful career in civil engineering, it seems to me that professional acclaims and testimonials are rarely awarded by one's employer. In 35



years, changes because of civil rights acts and affirmative action plans, etc., came in only miniscule amounts—if any. Women continue to be patient and hopeful—rarely inviting or acting as the force they could be.

Keep it coming now. I really look forward to [reading about] issues included in the alumni publications.

MARILYN JORGENSEN REECE
Hacienda Heights, California

I WAS QUITE astonished to read the letters from Mr. [Henry] Bissel and Mr. [Robert S.] Parker that were published in the November/December 1988 issue. I recognize that any article will be applauded by some and criticized by others, but the nature of their complaints struck me as terribly petty and definitely not indicative

of a broad-minded view.

There may be more appropriate (or pleasing for Mr. Parker) criteria than gender for selecting subjects for feature articles. But, until female administrators are the norm rather than the rule, I think it's just fine.

My interpretation of the articles was the opposite of Ms. [Maxine] Amundson's; I found them interesting and felt the photos were flattering.

I hope you'll continue doing the type of reporting you are publishing.

MAVIS E. BUCHHOLZ
San Francisco, California

GIEL WAS WRONGED

AFTER RECEIVING THE November/December 1988 issue of *Minnesota*, I have to write this letter.

The article on the dismissal of Paul Giel in July raises some questions that need answering.

If Paul Giel was not performing properly as AD, why did it take administrators sixteen and a half years to make that discovery?

I take exception to the interviewer's statement that academics and athletics are separate entities. I agree with Paul Giel and his answer. Academics and athletics are not separate entities in that both are needed in a competitive society. People enter institutions of higher learning to be academic and athletic students at the same time. There must be teamwork regardless of intentions and ambitions.

If I were Paul Giel, I

would be very bitter and unhappy if dismissed as he was. With proper teamwork, communication, and performance checks, a non-performer or one who lacks the capacity to do the job should be alerted to the fact. In successful companies, corporations, or small businesses it would not have taken sixteen and a half years. It is not fair to the person involved nor the institution to keep the individual working under these circumstances.

It is my gut feeling that [the dismissal of] Paul Giel could have been handled differently. After rereading the article, I think he was let down as were all the people associated with the University.

It is hoped that the new president will not only be very open-minded regarding education but be much more sports-minded than past administrators. Let's not have academics and athletics as separate entities, let's get behind the athletic department as we do the educational aspect. Let's start soliciting all members of the alumni association to help the sports department if that is what it takes; for if we don't, I believe we'll still be the doormat of the Big Ten in football and other sports.

ROBERT HOEN
Sun City West, Arizona

Letters may be edited for style, length, and clarity. Send your letters to the editor, *Minnesota*, 100 Morrill Hall, 100 Church Street SE, Minneapolis, Minnesota 55455.

Championship Year?

Hockey's youngest veteran team skates for a national title

BY BRIAN OSBERG

SEEKING TO AGAIN win the Western Collegiate Hockey Association (WCHA) championship, the Gopher hockey team continues to be a college powerhouse. The Gopher team, which may well be the country's most talented, is led by junior goalie Robb Stauber, recipient of the 1988 Hobey Baker Award, and Tom Chorske, junior wing.

Stauber, a Duluth native, was surprised to win the Hobey Baker Award, the highest honor a college hockey player can receive. "It was a big thrill, something I'll remember for the rest of my life," says Stauber, who chose to play at the University of Minnesota because of "the school's reputation and its winning tradition."

Chorske was the Gopher's leading scorer until he injured his shoulder while playing against the University of Minnesota-Duluth (UMD) in November. A Minneapolis native, Chorske attributes his recent development to his Olympic team experience. "I gained a year of maturity both mentally and physically, and maybe being the last man cut by the Olympic team sparked some of that," says Chorske. "I have come to terms with the pressure, and playing on a team with great players helps my production." Playing for the University of Minnesota is a dream come true for Chorske, who remembers attending Gopher hockey games as a child.

Both Stauber and Chorske are uncertain about whether they'll return next year for their final year of eligibility or turn professional. "Things are going well at school," says Chorske. "It would be nice to finish school before taking on another challenge."

Having reached the National Colle-



Led by juniors Robb Stauber, right, and Tom Chorske, left, the Gophers are one of the youngest veteran hockey teams in the country.

giate Athletic Association (NCAA) finals for the last three years, the Gophers are hoping to win the national title this spring for the first time since 1979. The team has been strengthened by the return of Chorske and fellow Olympic team member and junior left winger, Dave Snuggerud, who between them accounted for more than 100 points during the 1986-87 season. The Gophers lost high-scoring Jay Cates and Paul Broten when they graduated, but were able to recruit some outstanding freshmen, including Larry Olimb from Warroad, Minnesota, who plays regularly. As in the past, all the players are from Minnesota.

Although the Gophers are a veteran team, they have only two seniors, defensemen David Espe and Todd Richards.

Because most of the players will be back, next year's team should be even better. The hockey program has been successfully recruiting high school stars from Minnesota despite poor facilities at Mariucci Arena. The strong tradition of Gopher hockey seems to override this problem.

With the NCAA championships being played in the Twin Cities this year for the first time since 1966, the Gophers may be destined to win the national title here in town. The tournament will be held at the St. Paul Civic Center March 30 through April 1. "Patience may be the magic word for everyone," says fourth-year head coach Doug Woog. "Our goal will be to get better in stages and take another run at the WCHA and NCAA championships. We will do our best."

TOMMY K'S

Tavern on the Hill

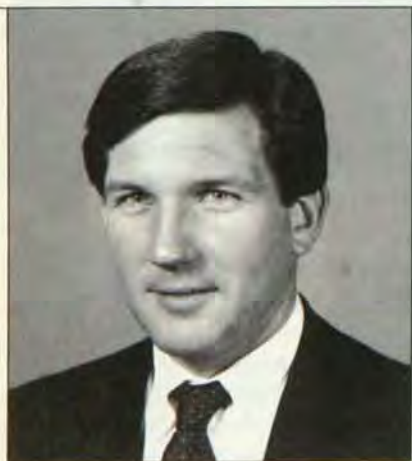
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MIDDLE OF THE PACK?

The rebuilding of the Gopher basketball program continues under the leadership of head coach Clem Haskins. In his third season, Haskins's task is difficult, as the Gophers face strong Big Ten competition. Michigan, Iowa, Illinois, and Ohio State are nationally ranked and expected to contend for the Big Ten championship. With their experienced front line and mature backcourt, the Gophers hope to finish in the middle of the pack. Juniors Richard Coffey and Willie Burton are returning starters at forward. Burton, 6'7", was the Gophers' leading scorer last year, with 13.7 points per game. Coffey is a durable 6'6" power forward, who Indiana coach Bobby Knight calls "the most aggressive player in the Big Ten." Junior Jim Shikenjanski, 6'9", is the starting center. Redshirted freshman Erik Wilson, 6'10", is backup center. At guard, 6'2" senior Ray Gaffney is paired with Melvin Newbern, a 6'4" sophomore who considered transferring elsewhere this summer. Gaffney is the only senior on the squad, boding well for the Gophers' future. Expected to see a lot of play are sophomores Walter Bond and Kevin Lynch, who can play "swing" guard.

"To be successful, Minnesota has to improve at point guard," Haskins says. "We've lacked a true point player in our back court, but we will use Gaffney, Newbern, and Lynch in that area and hope they can get it done for us."

The Gophers open their 1989 Big Ten home schedule against Iowa on January 14 at Williams Arena.

BOTTOMED OUT

The Gopher football team, a young team expected to perform better next year, had a disappointing season, finishing 2-7-2 overall, 0-6-2 in the Big Ten.

The following players were recognized at the 71st annual football banquet sponsored by the Minneapolis Athletic Club: senior wide receiver Chris Gaiters, the Bronko Nagurski Award for most valuable player and the Bruce Smith Award for outstanding offensive player; defensive lineman Ross Ukkelberg, the Butch Nash Award for competitiveness on the field and in the classroom; center Pat Hart, the Paul

Giel Award for unselfishness; defensive back Joel Brown, the Carl Eller Award for outstanding defensive player; and punter Brent Herbel, the Bobby Bell Award for outstanding special teams player. Award recipients were selected by the players themselves. Named 1988 tri-captains were wide receiver Jason Bruce, offensive lineman Brian Williams, and defensive back Chuck McCree.

The continuing investigation of the football program by the NCAA will test the program's ability to recruit players this year. Signing deadline for incoming freshmen is February 8.

FOOTBALL SCORES

Minnesota 6, Ohio State 13, at home; Minnesota 27, Illinois 27, at home; Minnesota 7, at Michigan 22; Minnesota 7, at Wisconsin 14; Minnesota 22, Iowa 31, at home.

ALUMNI NEWS

Former Gopher football player **Bobby Marshall** was inducted into the Minnesota Sports Hall of Fame. Marshall played on the 1904 Big Ten championship team. • Former Gopher basketball player **Al Nuness**, '70, has been appointed director of ticket sales and game operations for the Minnesota Timberwolves professional basketball franchise. Nuness was captain of the 1969 Gopher basketball team and was named to the all-Big Ten team. After a brief stint playing with the Phoenix Suns, Nuness became an assistant coach at the University of Minnesota. He left coaching in 1976 to join the Pillsbury Company, where he worked for twelve years in various sales positions. • **John Shaskey**, 1982-86 Gopher basketball center, is a member of the Miami Heat.

GOPHER NOTES

The men's basketball team has signed **Arriel McDonald**, a 6'2" guard from Raleigh, North Carolina, to a national letter of intent. McDonald is rated among the top 70 prep players in the country. Coach Clem Haskins projects that McDonald will play point guard. • The **women's swimming team** won its first five meets, which included a 77-63 victory over Indiana. The Gophers will meet Nebraska at home January 20 and Ohio State at home January 21.

Hard Copy

It's business seven days a week for award-winning writer Anthony Bianco

BY KAREN A. REID

"WHAT A DIFFERENCE a crash makes," opens an Anthony Bianco story in *BusinessWeek* about retrenchment on Wall Street after the crash. "A lot of Wall Streeters are sorry they ever met Ivan F. Boesky" starts another Bianco story, focusing on insider traders. Bianco's opening in another article about scandals begins with "They put handcuffs on them?" He closes that first paragraph with "Yes, principals of two of the classiest old-line investment banks were arrested at their desks and taken out through a trading room full of open-mouthed colleagues. One indeed wore handcuffs. Like a common criminal."

Bianco, '76, an award-winning senior writer at *BusinessWeek*, has a writing style described by the 1987 *Media Guide* by Jude Wanniski as full of "music and drama." In this *Michelin Guide* to the print media, he was given a four-star rating and was one of only eight journalists to receive that rating. Two of Bianco's stories made the top ten business/financial stories of the year. Things might have been different for Bianco had it not been for rock 'n' roll at the University of Minnesota, where a stint as a music-reviewer for the *Minnesota Daily*, the University's student newspaper, led him to abandon plans for a medical career—a career followed by the first two Anthony Biancos, his father and grandfather—and begin a life in journalism.

Bianco's switch from medicine to writing came when he answered an ad announcing a position as music reviewer for the *Daily*. He wasn't hired, but he did join the *Daily's* reporter-training program. In one quarter, he was hooked. He walked away from pre-med, and after working as a summer



BusinessWeek writer Anthony Bianco has temporarily traded his Wall Street beat to write a personal tale of the people there.

intern at the *Minneapolis Tribune*, Bianco enrolled as a graduate student in journalism. For the next two years, he covered University administration for the *Daily*, worked as a copy editor, and, when he had time, attended class.

Before graduating, Bianco landed a job with the *Willamette Weekly*, an alternative paper in Portland, Oregon. The *Weekly* had just started a business section and hired Bianco to fill the position. Bianco, who says he had actively avoided covering the business end of anything, wandered into an area of journalism fast gaining in importance and readership. A year later this reluctant business reporter had won the Amos Tuck Award—one of the major financial and business news awards in America. Bianco won the award for a series on the Georgia-Pacific Corporation. The company, according to

Bianco, "had a very controversial environmental record. When Georgia-Pacific decided to move its headquarters to Atlanta, we did an incredibly long series on why and what was going on—the power struggles behind it—reviewing the whole record of the corporation in the state for 25 years."

His award and the articles brought him to the attention of *BusinessWeek*, a magazine considerably older and more staid than the alternative *Weekly*. He started as a stringer, working at the unenviable task of writing in two different styles. "I was schizophrenic," Bianco says. "Any story you wrote for *BusinessWeek* had to be incredibly compact. In the *Willamette Weekly* the story had to be long, you had to go on at great length. It was very difficult. Fortunately it didn't last very long."

In 1980 he joined *BusinessWeek's* staff

in San Francisco. By 1982 he was elevated to the main office in New York City.

Amazingly, at the time of Bianco's move, *BusinessWeek*, according to Bianco, "was basically not covering Wall Street." He began working in what was a one-man department, a department that hadn't had a regular reporter for six months.

Bianco got lucky. He landed in the right place at the right time. Three months after he went to New York, the biggest bull market in history started. "Wall Street became possibly the biggest beat in *BusinessWeek* over the next five years," says Bianco. "What was a one-person beat exploded into about an eight-person beat. It was a great wave to ride."

In the next three years, Bianco fast-tracked his way from reporter to department editor to associate editor to senior writer in 1985. Bianco says, "I could have been a senior editor, but most people who do it are much older than I am. I didn't feel like I was burned out enough to become an editor."

Bianco appears something of a puritan when reporting on the fast-buck artists of Wall Street. His articles ring with an old-fashioned notion that one should make money the old-fashioned way: by earning it. Because Bianco appears unmoved by the wealth on Wall Street, he has ruffled a few feathers. Merrill Lynch has pulled ads in protest over a story Bianco wrote.

Since Bianco has not been seduced by Wall Street, he can write cover stories like "The Casino Society," which appeared in 1985. In it, he wrote about the move from investments to speculation by banks and brokerage houses, and what this change might do to Wall Street and eventually to the economy. Twenty-five months later, when the market crashed, his last two sentences in the essay proved prophetic: "Only when fear overcomes greed will the casino society rein itself in. The question nagging all concerned is how big a jolt is needed to alter the seductive calculus of speculation."

A few weeks after the crash, Bianco was unsure that the jolt would do anything. Today he thinks it didn't do enough. Brokerage houses have been hurt by the "disgust of the average

**"Wall Street used to
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•

investor, the small investor," says Bianco. After the crash, the New York Stock Exchange tried to institute some guidelines to prevent another tumble. According to Bianco, however, "the big players are acting in the same way."

Bianco thinks the government can do more to regulate Wall Street. But he sees no help from the Reagan administration. "The Reagan administration created a bunch of commissions to study the situation," says Bianco, "but they had no interest in doing anything but study the stock market to death."

Despite Bianco's seemingly adversarial relationship with Wall Street, over the years he has been offered jobs on the Street. But to Bianco, Wall Street's business is sales. "I am not a salesman. I don't think I would be good at it. And I don't have any great interest in making money, as bizarre as it may sound. I think of myself as a writer. I wouldn't mind getting rich by writing books. But not by doing deals."

Bianco may realize his dream about getting rich—or at least more comfortable—by writing books. He has spent 1988 on sabbatical from *BusinessWeek* to write a book about Wall Street.

According to Bianco, his book (to be published by Random House in the spring of 1989) looks at the world of high-stakes deal making. But instead of choosing a clinical format, Bianco aims to appeal to a wide audience. The book, he says, "is a very personal tale of people in Wall Street" and the changes that have occurred over the last twenty years "when Wall Street was completely transformed." Bianco explains that "about twenty years ago, the firms on Wall Street were relatively tiny. They had less than 100 employees and their capital was about \$10 million or so. As

the world became a risky, more volatile place, the price of money, which was always very stable, began to fluctuate wildly. Commodity prices got to be dangerously unpredictable. There was a great demand to spread financial risk."

With this, came the growth of securities markets, which distributed the financial risk. As these markets grew, the firms grew. Capital was now measured in billions of dollars and employees in the thousands, and with more money available, the relationship between Wall Street and corporate America shifted. As Bianco sees it, "Wall Street used to work for corporate America; now increasingly corporate America dances to the tune called by Wall Street." His book promises to tell how this new partnership affected Wall Street, the dancers, and the wallflowers.

If the book becomes the success the publisher hopes it will be, Bianco will have to make some tough choices. A successful book means another book contract—and a bigger advance. Right now, *BusinessWeek* expects Bianco to return to his beat when the book's finished. But according to Bianco, "The real situation is that I have no idea what I'll be doing. If I like the process of writing a book and the book is good enough for me to sell another one, I'll do another book."

The subject Bianco would like to tackle next is the world of medicine as commerce. Bianco defines medicine as the "great scandal beat of the 1990s." He thinks "the introduction of the profit motive on all levels, including the universities, has changed medicine for the worse."

Bianco claims that medicine hasn't received much negative publicity because the "code of silence in the medical profession is intact and incredibly powerful." This silence has kept the public in the dark. And it is the public's ignorance, Bianco says, that will make the story so "explosive." Says Bianco, "The expectation of people toward their doctors is so enormous that they've become almost godlike figures." Bianco thinks that the approaching medicine/business scandal will make Wall Street's seem like a warm-up band at a rock concert: when the main attraction comes on, people forget the first band ever played.

Agriculture's Diplomat

From teaching to negotiating, policy is his speciality

BY KAREN A. REID

ASSOCIATE PROFESSOR C. Ford Runge's interest in agriculture has its roots in his southern Wisconsin family's farming and lumbering ties. Ask him about his interest in a particular topic—the rural economy, environmental issues, or agricultural trade—and he usually mentions that background. Now Runge is thinking, writing, and teaching about the agricultural issues that affected the world of his childhood.

Runge holds a slew of titles at the University: director of the Center for International Food and Agricultural Policy, associate professor in agricultural and applied economics, and adjunct professor in both the Hubert H. Humphrey Institute of Public Affairs and the forest resources department.

It's in the international trade area, however, that Runge has probably held his highest-profile job. From August 1987 to September 1988, Runge worked in Geneva, Switzerland, as special assistant to U.S. Ambassador Michael Samuels, deputy U.S. trade representative to the General Agreement on Tariffs and Trade (GATT). The job, supported in part by a fellowship sponsored by the Council on Foreign Relations and the Bush Foundation, entailed preparing classified internal analyses and memoranda for United States Trade Representative (USTR) officers, writing speeches for the ambassador, and arranging briefings for members of Congress. But the hardest thing he did was to "minister" to the President's Advisory Committee on Trade Policy, Runge says. This group comprises some 30 chief executive officers from major corporations such as American Express and Cray.



When it comes to U.S. agricultural policies, C. Ford Runge negotiates his way between the University and public affairs.

Runge almost didn't make it to Geneva. The stipend provided by the council was not large enough to allow his wife, Susan A. Mackenzie, and infant daughter, Elizabeth, to travel with him. He delayed his original appointment for a year and applied for a Bush Leadership Grant. The following year, with the grant in his pocket, Runge and his family took off for Geneva.

If a Bush grant gave him the financial means to work for Ambassador Samuels, it was U.S. Trade Representative Clayton Yeutter who suggested that Runge's trade and agriculture expertise would make him a good fit in Geneva.

Through both academic and public positions, Runge is no stranger to trade questions. After a year studying at

Duke University's Institute for Public Policy Sciences in 1975, Runge worked for Representative Thomas S. Foley, then chair of the Committee on Agriculture. Runge did a brief stint as a speechwriter and staff assistant to U.S. Ambassador Allard Lowenstein in Geneva, Switzerland, in 1977, and two years later worked as a research assistant in the agriculture and rural development division of the World Bank.

Runge has combined his public experience with an impressive academic background. While a Rhodes Scholar at Oxford University in England in the mid 1970s, he wrote a master's thesis on U.S. food aid policy. He continued his studies at the University of Wisconsin, where he received a master's in 1980 and a Ph.D. in agricultural economics in 1981.



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With this background, it's not surprising that among GATT's fifteen different trading areas, Runge felt most comfortable dealing with the agricultural sphere. During his fellowship, he outlined his concern over trade problems in an article entitled, "The Assault on Agricultural Protectionism," which appeared in the fall 1988 issue of the journal *Foreign Affairs*.

According to Runge, "Until this most recent round of negotiations, the United States was the one holding out, saying, 'No, we don't want agriculture on the table.'" In his article, Runge tells of the United States' recent change in agricultural policy.

Last year, with the support of both political parties, the Reagan administration called "boldly for GATT's contracting parties to eliminate all trade-distorting forms of domestic support to farmers over a period of years." As Runge writes, the other trade negotiators were startled by the U.S. change in position. And it seemed unlikely that the United States' position would find support from other key members of GATT.

Back at the University in September, Runge kept track of the negotiations he witnessed in Geneva. In December he went to the latest round of GATT talks held in Montreal. Traveling as an informed observer and a free-lance reporter for the [Minneapolis] *Star Tribune*, he continued to exercise his belief that "if you're involved in public policy, it makes sense to move back and forth between the University and public affairs."

Runge's ability to move between the worlds of academia and politics helps him in his job as director of the Center for International Food and Agricultural Policy. In that capacity, he sees his role as explaining agricultural and environmental policies to the Upper Midwest.

The current policies of reducing direct agricultural subsidies will continue under the Bush administration, Runge believes. But he also believes federal policies must go further. "Since I wrote that *Foreign Affairs* article I have been working on what I consider to be a reasonable future of agriculture policy," says Runge. "I think the future has to involve taking agricultural income

support as only one part of agricultural policy."

Instead of yanking the financial rug out from under the farmer, Runge calls for shifting aid from farm prices to farm income. He would also address the financial welfare of the rural population as a whole. "Recent studies show that only about 9 percent of people who live in rural areas derive the majority of their income from farming," says Runge. "So, when we think about agricultural policy, we need to get beyond focusing purely on people who farm, to focus on the broader questions about rural employment."

The move away from price supports is already under way, says Runge. "In essence, the move away from loan rates as the primary vehicle of support and toward target prices and deficiency payments is an attempt to support farm income directly rather than supporting farm prices," he says. "What's really sad is that these price support programs have been defended in the name of the family farm. People imagine that means a relatively modest farm operation, which is supporting a farm family. The truth is that these price support programs have funneled the lion's share of their benefits to large farming operations that are not family farms: About 80 percent of the benefits go to about 20 percent of the farms."

The irony of this situation, says Runge, is that these larger farming operations are then "in the position to gobble up their relatively smaller, less affluent neighbors."

The economic issues facing rural people can be incorporated into environmental action, Runge believes. "We have to take affirmative action to deal with the problems of groundwater contamination and other problems of environmental quality," Runge says.

To lure farmers into being more ecologically conscious, ecology must be promoted in terms of a reciprocal exchange: the federal government could provide greater financial stability for farmers in return for them providing environmental services on their land that would benefit the public. By stressing environmental issues, Runge says, the United States can make major improvements in its own agricultural policies.

Parting Thoughts

THIS COLUMN APPEARS in January, but a strict editor and a printer's deadline had me writing it on the very day in November when it was announced that I would be leaving the University. By the time this issue of *Minnesota* is published, I will be president and chief executive officer of the National 4-H Council. I'm moving from the University of Minnesota's five campuses to the National 4-H Council's single campus in Chevy Chase, Maryland, but I'm glad to say that I will be continuing a lifelong career in teaching, research, and public service. Even so, it is very hard for both me and my wife, Betty, to leave the University of Minnesota and the Minnesotans who have been so kind.

There are two messages I want to communicate in my final column. First, thank you. Thank you for your generous support and friendship. Thank you for listening. And most importantly, thank you for sticking with the University of Minnesota through some of its most turbulent times. The last few months have tested the University and the loyalty of its friends. Both passed.

That leads me to my second message. The University of Minnesota has a long and impressive record as an institution of higher learning, and the essential ingredients of its strength are the loyalty, sense of stewardship, and dedication of its real friends. University alumni have consistently come forward as real friends, joining with faculty, staff, students, opinion leaders, elected officials, and many others to demonstrate through their support that the University of Minnesota must and will have a bright future.

That bright future has been more than tested during the last year. Although well-publicized problems, both minor and major, have produced

serious threats, the problems have been sorted out, solved, or begun to be solved. For a variety of reasons, the University has lost key administrators and spokespersons to carry out its institutional plan, yet the refinement and implementation of that plan has continued with only minor interruptions. Financial supporters who made their investment decisions on the merits of the University's people and programs have continued to invest in the University. The Minnesota Campaign has exceeded almost everybody's expectations, and sponsored grants and contracts continue to come in at record levels.

Our public support, contrary to many expectations, seems to be at its highest level in twenty years. We conducted a public survey of 820 Minnesotans in August, including in it a question that the Minnesota Poll had run for eight years between 1959 and 1977. The results indicated that 84 percent of those polled have a favorable or very favorable impression of the University as an educational institution. That's one point lower than the all-time high, and given the climate of the last twelve months, very encouraging.

Based on my experiences as interim president, I wasn't surprised by those levels of support. Before November, I gave nearly 50 speeches in more than 25 Minnesota communities, and I



Richard J. Sauer
is interim president of the
University of Minnesota.

invariably found that audiences care deeply about the University of Minnesota. They ask all the tough questions, and they aren't shy about offering advice, but they care, and they are more than willing to listen. The people of this state are fully capable of sorting out the serious problems from the unavoidable features of doing business as a university, and they demand only that the University fix what

might be broken. Most important, I found that Minnesotans support good planning toward a vision for the future and want that vision pursued.

In November and December I was scheduled to make another series of eighteen visits to Minnesota communities. Because I'm writing this column before those meetings begin, I can't report on people's reactions, but I fully expect to find that same level of interest and support I have found before.

I accepted the interim presidency knowing the University of Minnesota's enormous strengths, assuming that its strengths could be communicated to a public that cares a great deal about it, and hoping that the University's friends would come through. I believe I was right about each one of those things, and I feel good about turning over to a new president a University system that is more than worth all the effort.

Nevertheless, I can tell you now that we will already be homesick by January. We'll keep in touch.

By Richard J. Sauer

Introducing New Age Agriculture

AS HARLAN CLEVELAND, former dean of the Hubert H. Humphrey Institute of Public Affairs, wrote, "People in every generation think they are living in a time of transition, and of course they are quite right." It is no secret that people in agriculture today believe they are living in a time of transition, and they are quite right. For agriculture—world agriculture, not just U.S. agriculture—is in a period of unprecedented change.

The College of Agriculture is deeply involved in and affected by these changes. While reacting to already identified needs and attempting to anticipate others, we must carry on with the everyday activities that are part of a dynamic, healthy university.

What's happening in the college, and how are we dealing with the demands of a new agricultural age?

- *Undergraduate education:* The College of Agriculture, along with the University, is reaffirming its strong commitment to providing quality undergraduate education. Project Sunrise, a curriculum project funded by a \$464,000 gift from the W. K. Kellogg Foundation, has helped us examine not only what we teach but also how we teach it, and has resulted in some far-reaching changes. Plans for restructuring our current seventeen undergraduate majors into nine were presented to the faculty in December. The working titles of these new majors reflect their interdisciplinary nature: agricultural industries and marketing; agricultural sciences; plant and animal systems; food science and nutrition; applied economics; scientific and technical communications; agricultural education; agricultural business management; and natural resource systems. This enhanced curriculum will involve maintaining strong ties with eight other colleges on the Twin Cities

campus as well as with the coordinate campuses, especially those at Crookston and Waseca.

To further emphasize our commitment to undergraduates, we have initiated a Certified Advisers Program. Only faculty members who meet certain standards will become "Certified Advisers," and those chosen will receive in-service training to help them be the kind of advisers students need and deserve. These advisers will use what we are calling the Portfolio Concept to help students acquire the knowledge and experiences that they'll need to become agriculture professionals.

- *Applying new knowledge to current problems:* Among the many researchable issues facing agriculture and the College of Agriculture today are these: How can we develop a system of sustainable agriculture that is ecologically sound, economically viable, socially just, and humane? How can plants and animals and the products from them be improved, and what alternative crops and products should be developed? How do the food and agricultural policies and markets of both developed and developing nations affect Minnesotans? How will molecular biology change and improve agricultural production? What management practices can be altered to improve environmental quality while maintaining profitable practices?



Wesley K. Wharton
is acting dean of the
College of Agriculture.

The college is responding to these issues by forming centers, work groups, and task forces so that research, as well as the people most interested and affected by these issues, can be directed toward finding workable solutions. We expect controversy for these are complex issues with no simple answers. While not advocating any one position, the college is committed to providing solid research

information on which to make informed decisions.

- *Outreach education:* The college recognizes that its commitment to students does not end when they receive their diplomas. We must continue to work with them, helping them acquire new knowledge and skills when they need them, at a convenient time and place, and at an affordable cost. Although outreach education of this kind is not new, the tools available for accomplishing it are. Fiber optics, satellite transmissions, and high-speed computer networks have opened up a world of possibilities we only dreamed of a few years ago. We have begun pilot projects in outreach education and expect this area to grow rapidly.

Changes, challenges, opportunities—all of these are present in the College of Agriculture as 1989 begins. I am confident that the college will respond to them in a manner that will continue to earn it the respect and support of alumni and friends.

By Wesley K. Wharton

A LIST OF PROPOSED *finalists for President* was forwarded to the Board of Regents by the Presidential Search Advisory Committee in mid-November. Three finalists were named in December. They are **Nils Hasselmo**, University of Arizona, Tucson, senior vice president for academic affairs and former University of Minnesota vice president and professor; **William E. Kirwan**, acting president of the University of Maryland; and **Robert A. Stein**, dean of the University of Minnesota Law School.

Interim President Richard Sauer announced in early November that he would leave the University December 30 to become president and chief executive officer of the National 4-H Council in Chevy Chase, Maryland. Before he took on the interim presidency, Sauer was vice president for agriculture, forestry, and home economics. **Neal Vanselow**, vice president for health sciences, has been named chancellor of Tulane University Medical Center in New Orleans. He will assume his new duties February 1. Five of seven vice presidential positions are now filled on an interim basis.

More Minnesotans have favorable or very favorable impressions of the University as an educational institution than at any time since 1964, a poll conducted last summer showed. Favorable and very favorable responses added up to 84 percent. The Minnesota Poll asked the same question about people's general impression of the University eight times between 1959 and 1977. The highest approval rating was 85 percent in 1964; the lowest was 65 percent in 1970.

What the **recent poll** shows, Vice President for External Relations Richard Heydinger said, is that Minnesotans distinguish between the University as an educational institution and its administrative problems of the past year. Ratings of either excellent or good were in the high 90s for the quality of education and faculty but only 66 per-

cent for the integrity of the administration, 52 percent for the integrity of the men's athletic program, and 38 percent for the current financial management.

The Board of Regents approved a **1990-91 biennial request** for an increase of \$171 million. The vote was 9-2, with regents Mary Schertler and David Roe dissenting because of their concern about the impact on tuition. The regents passed a resolution expressing their opposition to the current tuition formula under which students are expected to pay 33 percent of their instructional costs.

A broader base of support is being built this year for the legislative request. An **alumni network** and the Minnesota Extension Service legislative contact group will play important roles. Meetings around the state with legislators and members of the support network were held in November and December.

The Minnesota Plan II for improving the **campus climate for women** was announced at a reception October 26. A broadly representative Commission on Women has been named to direct and manage the plan. Janet Spector, who chairs the commission, is on a two-year leave from her faculty position in anthropology and is special assistant to both acting vice president Shirley Clark and equal opportunity director Patricia Mullen.

The **Rajender Consent Decree** governing University hiring and promotion practices was extended two years by the court.

A bid to save **Memorial Stadium** and return Gopher football to campus was voted down 9-2 by the Board of Regents in October. A recreation center and Olympic-size swimming pool will be built in the open end of the stadium. Most of the regents said the costs of renovating the stadium and relocating the proposed recreation center would be too high. Faculty members have urged that the new center be a memorial, as the stadium has been, to those who died in World War I.

Regent Wally Hilke had intended to introduce a resolution in November asking the administration to prepare plans for "preserving and providing long-term campus venues for the **Gopher hockey and basketball programs**" by April 1989, but he agreed to wait until after a permanent president and men's athletic director are on the job.

Interim President Sauer announced that he will recommend to the permanent president that former Ohio State University athletic director **Rick Bay** be named head of the men's athletic program. Several regents "have made it clear that they want to give the new president the opportunity to have a say in the hiring, and I respect their wishes," Sauer said. Bay, who wanted 30 to 60 days to consider any offer, said that the timetable is compatible with his plans.

R. Morton "Chip" Bolman has been named to succeed Stuart Jamieson as head of cardiothoracic surgery. The Board of Regents approved his appointment as professor of surgery in November. Regent David Roe abstained in what he said was a show of support for Jamieson. Bolman's career in transplantation started at the University, and he has most recently been head of heart and heart-lung surgery at Washington University School of Medicine in St. Louis.

Luther Darville, former administrator in the Office of Minority and Special Student Affairs who has been indicted in the theft of \$186,000 from the University, was arrested in the Bahamas in late October and then released after signing a \$25,000 bond.

Fall enrollment was down on the Twin Cities campus and up on the other four campuses. The total of 54,517 was down 1,407 students or 2.5 percent from last fall. The enrollment by campus is 42,571 in the Twin Cities (down 1,722), 7,535 at Duluth (up 170), 2,021 at Morris (up 45), 1,221 at Crookston (up 85), and 1,169 at Waseca (up 6). ◀

MOVE OVER CARY GRANT

Editors of a story on artificial intelligence in the June 1988 issue of *Omni* magazine invited comment by University of Minnesota cultural anthropologist **Arthur Harkins** on the role "thinking" robots may someday play in human society. "Let's look at what can be done with machine and biological combinations," said Harkins. "We could build machines that make perpetually available to us the characteristics of lovemaking, intelligence, and sociability. Even if we made them as appliances, not as fully intelligent devices, they could still have a lot of these traits, including bubbling conversations."

MONEY MATTERS

A profile of Minneapolis attorney **Michael Ciresi**, '71, appeared in the October 9, 1988, issue of the *New York Times*. Ciresi, a senior partner in the firm Robins, Kaplan, Miller & Ciresi, is widely regarded as one of the nation's leading trial lawyers. He served as co-counsel in the Dalkon Shield suit brought by 198 women against A. H. Robins Company, which in 1984 agreed to a settlement of \$38 million. A recent suit Ciresi tried in St. Paul netted a record settlement for a Minnesota woman against G. D. Searle, manufacturer of the Copper-7 intrauterine birth control device. Ciresi is also known as legal representative for the Indian government in the Bhopal lawsuit brought against Union Carbide in 1985.

WHY THE SUM OF THE PARTS DOES NOT EQUAL THE WHOLE

Newsweek's September 12, 1988, issue featured an article on the short supply of organs available for transplant. One reason for the shortage, said University of Minnesota medical ethicist **Arthur Caplan**, may be that some hospitals show bias against certain patients who need transplants—e.g.,

homosexuals and the handicapped. "There's a very quiet, unexamined system of triage," said Caplan.

SQUIER FOR PRESIDENT?

You may have seen, heard, and read a lot about **Robert Squier**, '56, during the many weeks before the November presidential elections. Squier, who produced the election-eve broadcast for Democratic nominee Michael Dukakis, is a political commentator for "The Today Show" and was frequently quoted in *Time* and other newsmagazines. An October 17, 1988, *Newsweek* article looked at the enterprise of this political guru, who handled not only Dukakis's campaign but also the campaigns of twelve others running for public office. The following week, a *Newsweek* letter to the editor suggested that the nation dispense with the running of George Bush and Michael Dukakis and run the "real candidates": Robert Squier and his Republican counterpart, Roger Ailes.

THE "BEAM-ME-UP" SCHOOL OF BROADCAST JOURNALISM

Newsweek's October 17, 1988, issue featured an article on Conus, a satellite-linked consortium of nearly 80 local television stations that is revolutionizing the status of television news broadcasting. Conus (an acronym for continental United States) is the brainchild of Twin Cities television mogul **Stanley S. Hubbard**, '56. Satellite capabilities have given local news stations the ability to transmit news from anywhere around the world, sometimes "scooping" network news crews.

SPEAKING OF JOURNALISM...

The University of Minnesota's **School of Journalism** and Mass Communication was named one of eleven exemplary journalism schools in the nation in the Spring 1988 issue of *Gannett Center Journal*, published by Columbia

University. The journal attributes the school's current strengths to its cooperative interests, such as the Center for Media Management and Economics and the Silha Center for the Study of Media Ethics and Law. The journal asserted that the school is well-funded from private sources—a sign of the respect it has earned from the press of its region.

NUMBER FIVE

An October 12, 1988, article in the *Wall Street Journal* listed the University of Minnesota among the top ten schools in the nation in terms of donations received in 1986-87. The University ranked fifth, behind Stanford, Harvard, Cornell, and Yale.

THE MUSIC MAN

Stephen Paulus, '71 B.A., '74 M.A., '78 Ph.D., of St. Paul was awarded third prize in the Eleventh Annual Kennedy Center Awards. Paulus received a prize of \$1,000 for his "Violin Concerto," commissioned by the Atlanta Symphony Orchestra.

THE BOOM HEARD 'ROUND THE WORLD

The *New York Times Book Review's* October 2, 1988, issue featured a review of *Baby Boomers*, by **Paul C. Light**, recently named associate dean and professor at the University's Hubert H. Humphrey Institute of Public Affairs. Light's book builds on the research of social scientists, surveys, and polls to examine societal changes wrought by the baby boom, the generation of Americans born during the postwar years of 1946 to 1964. Light asserts that the prosperity and confidence that brought about the baby boom also changed the traditional foundation of authority, from family and religion to the economic system. Light, himself a baby boomer, came to the University in September after serving as a special adviser to the U.S. Senate Governmental Affairs Committee.

COLLEGE OF AGRICULTURE

'68 **Robert A. Kennedy** of Murdock, Minnesota, was appointed director of the Maryland Agricultural Experiment Station, a research unit of the University of Maryland. Kennedy will also serve as associate vice chancellor for agricultural affairs and associate dean for both the College of Agriculture and the College of Life Sciences. He will coordinate research at the experiment station on the university's College Park campus and at four other centers throughout the state.

'78 **Peter Thomgard** of Little Rock, Arkansas, was named research scientist at Pitman-Moore. He will be responsible for new product development and animal reproduction research.

'79 **Marc O. Olson** of Rochester, Minnesota, was named manager of the crop protection chemicals department at American Cyanamid's Rockford, Illinois, district plant.

CARLSON SCHOOL OF MANAGEMENT

'76 **R. A. (Dick) Perrine** of Edina, Minnesota, was admitted as a partner in the accounting firm of Arthur Andersen & Company.

'77 **Mary Pat Blake** of Minnetonka, Minnesota, was named senior consultant for the West Coast Group, a marketing consulting firm in Los Angeles.

'78 **Judy Romlin** of St. Louis Park, Minnesota, was named assistant vice president and manager of the small business division at Marquette Bank Minneapolis.

'79 **Mark E. Kraft** of Bloomington, Minnesota, was admitted as a partner of Hanson, Jergenson & Company, a Minneapolis certified public accounting firm.

'82 **Ross Levin** of Minneapolis was named to the national board of the International Association of Financial Planning. Levin is president of Accredited Investors.

'88 **Anne Barber Dunlap** of St. Louis Park, Minnesota, joined the account services department at the advertising firm of Campbell-Mithun-Esty.

'88 **Ed Mathie** of Minneapolis joined the account services department at the advertising firm of Campbell-Mithun-Esty.

COLLEGE OF EDUCATION

'64 **Rev. Robert F. Weiss** of Kansas City, Mis-

souri, received the William Jewell Yates Medalion for Distinguished Service. The award honors the long-time supporter of William Jewell College, William F. Yates. Weiss is president of Rockhurst College.

HOME ECONOMICS

'62 **Mary E. North** of Minneapolis was named director of development at Drake University in Des Moines, Iowa.

'69 **Gladys Dale** of Sauk Centre, Minnesota, accepted a Peace Corps assignment in Belize.

GRADUATE SCHOOL

'49 **Lawrence Yung-Lu Li** of Guangzhou (Canton), China, received the University of Minnesota's Outstanding Achievement Award. The award, the highest conferred on University alumni, recognizes Li's contributions to China's dairy cattle industry. He was instrumental in reorganizing and improving China's dairy farming and management. Li is also professor of animal husbandry and veterinary medicine at South China Agricultural University.

'53 **Bill Crain** of Danville, California, was named corporate vice president of exploration and production for the Chevron Oil Field Research Company. Crain has worked for Chevron since 1957 and was recently elected director of the Chevron Corporation. After serving as chief geologist in the Gulf of Mexico and exploration manager for Alaska, he was named general manager of exploration for the company's western region in 1980. In 1985 he was appointed vice president of exploration of Chevron, U.S.A.

'56 **E. E. (Gil) Gilbertson** of Boise, Idaho, was awarded the Distinguished Service Award, the American Hospital Association's highest honor. He is president of St. Luke's Regional Medical Center and Mountain States Tumor Institute.

'60 **T. W. Jacobsen** of Bloomington, Indiana, co-authored a book of maps, plans, and sections of the archaeological site known as Franchthi Cave in Greece. Jacobsen is currently director of Indiana University's excavations at Franchthi and professor of classical archaeology and classical studies.

'61 **Robert W. Kenny** of Washington, D.C., was named acting dean of George Washington University's Columbian College. A member of the history department since 1962, Kenny has been instrumental in establishing several master's degree programs at the university, and is co-founder of the Folger Shakespeare Library History Seminar, predecessor of the Folger Institute.

'62 **Peter W. Dowell** of Atlanta was appointed associate dean of Emory University. An associate professor of English, Dowell is responsible for student academic affairs at Emory.

'64 **Ruth Goldberg** of Appleton, Wisconsin, was appointed director of financial aid at Lawrence University. She was previously a financial aid consultant for the college.

'64 **Sheldon Simon** of Tempe, Arizona, recently completed two four-year terms as director of the Center for Asian Studies at Arizona State University, where he is a professor of political science. His sixth book, *The Future of Asian-Pacific Security Collaboration*, was also recently published.

'67 **Aletha Huston** of Lawrence, Kansas, professor of human development, family life, and psychology at the University of Kansas, received the Irvin Youngberg Award in Biomedical Sciences. An expert in child behavior, Huston is co-director of the Center for Research on the Influences of Television on Children.

'71 **Keith R. Mullet** of Minneapolis was inducted in the Bakken Society, the highest technical honor given to employees of Medtronic, a company specializing in medical devices. As director of business development in the Medtronic neurological division, Mullet specializes in the study and application of deep brain neurostimulation for controlling chronic pain.

'73 **Rosalyn Ann Linder** of Buffalo, New York, was appointed acting chair of the Buffalo State College sociology department.

'75 **Paul L. Kruelle** of St. Paul was named vice president of engineering for Unisys's defense systems' unit in the Computer Systems Division.

'76 **Leon Narvaez** of Northfield, Minnesota, professor of romance languages at St. Olaf College, was named outstanding U.S. college/university teacher of Spanish by the Association of Teachers of Spanish and Portuguese. Narvaez is author and co-author of nine books, several of which are Spanish course textbooks used throughout the nation.

'78 **William Walstad** of Lincoln, Nebraska, received the Henry Villard Research Award for his contributions to economic education. The award was presented at the annual meeting of the Joint Council on Economic Education/National Association of Economic Educators. Walstad is director of the Center for Economic Education at the University of Nebraska-Lincoln.

'79 **John J. Talley** of Chesterfield, Missouri, was appointed associate fellow by the Monsanto Company. The appointment recognizes employ-

ees who have made significant and continuing technical contributions to the company and their scientific disciplines.

'82 **Kimberly Welch** of Worcester, Massachusetts, was appointed a full-time instructor in the history department at Holy Cross College.

'83 **Thomas L. Guggenheim** of Glenville, New York, was named manager of the Novel Processes Program at the General Electric Research and Development Center. He will direct a group of scientists and support personnel working on the synthesis of novel monomers to create new thermoplastic materials. Guggenheim also holds three patents and is a member of the American Chemical Society.

'84 **Daniel R. Williams** of Blacksburg, Virginia, joined Virginia Tech as an assistant professor of outdoor recreation. He will teach and conduct research on forest recreation and tourism planning.

'85 **Susan Kovar** of Emporia, Kansas, was appointed associate chair and associate professor in the division of health, physical education, recreation, and athletics at the Teachers College at Emporia State University.

'85 **Raymond M. Newman** of Minneapolis was appointed assistant professor in the Department of Fisheries and Wildlife at the University of Minnesota.

'87 **Patricia A. Phlieger** of Bloomington, Illinois, was appointed assistant professor of English at West Chester University in West Chester, Pennsylvania.

LAW SCHOOL

'49 **Robert Dahlberg** of Boulder, Colorado, was named vice president of ITT Chernow Communications, Inc.

'81 **Thomas J. Hauschild** of Minneapolis was named partner in the accounting and management consulting firm of Coopers & Lybrand.

'82 **Rodney K. Johari** of Minneapolis was appointed assistant professor in the masters of management and administration program at Metropolitan State University.

'88 **Carol J. Kayser** of Atlanta was named associate attorney at the law firm Hansell & Post.

COLLEGE OF LIBERAL ARTS

'58 **John W. Clark** joined the investment firm of Smith Barney as vice president of the sales division.

'62 **Darwin Wassink** of Eau Claire, Wisconsin, received the 1988 Certificate of Merit Award for student advising at the University of Wisconsin-Eau Claire, given by the committee of American College Testing and the National Academic

Advising Association. Wassink is professor of economics at the university.

'69 **Fred Keller** of Edina, Minnesota, was named associate director of Carmichael Lynch Public Relations, a division of Carmichael Lynch Advertising.

'70 **William Endres** of Woodbury, Minnesota, joined Marquette Bank Minneapolis as assistant vice president of the bank's loan administration division.

'72 **Gary E. Hohman** of Trenton, New Jersey, was named vice president and regional supervisor of BBDO, an advertising agency. He will oversee the Dodge Dealer Advertising Association in fifteen midwestern states.

'73 **Michael Marrinan** of New York City recently published the book *Painting Politics for Louis-Philippe: Art and Ideology in Orleanist France, 1830-1848*. Marrinan is assistant professor of art history at Columbia University.

'73 **Patrick M. Redmond** of Minneapolis was named creative art director for the Norwest Corporation.

DEATHS

The Reverend Harlan M. Frost, '15, of Barre, Massachusetts.

Agnes C. Gaumnitz, '21, of Silver Spring, Maryland.

Abraham Greenberg, '25, of St. Paul, September 14. Greenberg was a St. Paul dentist.

Sam Foster Seeley, '26, of Washington, D.C., September 11. A retired brigadier general who had been chief of the professional services division of the Army Surgeon General's Office, Seeley wrote extensively on wound surgery and vascular repair. During World War II he helped establish a convalescent center for wounded servicemen at the Greenbrier Hotel in White Sulphur Springs, West Virginia. He later commanded an Army Hospital in France. Recently he worked for the National Research Council of the National Academy of Sciences, where his duties included bringing the federal government and the academic medical community together to share their knowledge of shock and trauma management.

David R. Briggs, '27, of St. Paul, Minnesota. Briggs was a professor of biochemistry at the University from 1936 to 1968.

George Pederson, '29, of Roseville, Minnesota. Pederson was former general manager of the Twin City Milk Producers Association.

Curtiss R. Oberg, '32, of Beachwood, Minnesota.

S. G. Cowles, '33, of Falcon Heights, Minnesota, September 13. Cowles was a retired legal coun-

sel for the Agricultural Insurance Company in Minneapolis.

Gordon W. Spear, '36, of Miles City, Montana, a longtime Montana sports editor and a former star Gopher basketball player. A three-year starter at Minnesota, Spear was on the team that won the Big Ten co-championship in 1935. During his 31-year career as sports editor of the *Miles City Star*, Spear won the Sportswriter of the Year award four times.

Otto W. Quale, '40, of Naples, Florida. Quale founded the American Yearbook Company, a division of the school class ring manufacturer, Josten's. He retired as senior vice president of Delmar Companies in 1975.

Max Shulman, '42, of Hollywood, California, August 28. A native of St. Paul, Shulman's wit was legendary at the University of Minnesota in the late 1930s and early 1940s when he wrote for the *Minnesota Daily* and the humor magazine *Ski-U-Mab*. In 1942 a book agent passing through Minneapolis awarded him a contract to write his first novel, *Barefoot Boy with Cheek*, which became an instant best-seller. Four years later, it became the basis for a musical comedy by George Abbott. Shulman then enjoyed a successful four-decade career as a screenwriter, playwright, and novelist. His most famous character, the starry-eyed Dobie Gillis, was the star of a 1960s television series, featuring Dwayne Hickman and Bob Denver. In a profile in the July/August issue of *Minnesota*, Shulman discussed how comedy in Hollywood has changed over the years. After Shulman's death, George Kirgo, West Coast president of the Writers Guild of America, said, "He'll be sorely missed by the writing community and anyone who loved literature."

Virginia S. DeHaan, '49, of Atlanta, July 27. DeHaan was an alumnus and faculty member of the department of community health, Emory School of Medicine.

Stanley M. Mrosak, '51, of Golden Valley, Minnesota. Mrosak was retired vice president of real estate for the Soo Line railroad.

Delvin E. Zinter, '52, of College Park, Maryland.

Richard P. Conlon, '61, of Falls Church, Maryland, July. Conlon was executive director of the House Democratic Study Group for the last twenty years. He was a reporter for the *Duluth Herald and News Tribune* and later for the *Minneapolis Tribune*. In 1963, he went to Washington, D.C., on a congressional fellowship and later became press secretary for then-Senator Walter F. Mondale before joining the Democratic Study Group in 1968.

Donald Tenney, '85, of Alexander, Alaska. Tenney and his brother Robert were killed when their commercial fishing boat sunk after breaking up on rocks on Beavertail Island, Alaska. A scholarship fund in his name was established at the University's College of Natural Resources, from which he graduated.

JANUARY

3RD
Band Alumni Society Council Meeting, 7:00 p.m., 280 Ferguson Hall, Minneapolis campus.

4TH
Pharmacy Alumni Society Board of Directors Meeting, 4:00 p.m., 5-130 Health Sciences Unit F, 308 Harvard Street SE, Minneapolis campus.

5TH
ROTC Alumni Society Primary Staff Meeting, 7:00 p.m., Fort Snelling Officers' Club, St. Paul.

10TH
Nursing Alumni Society Board of Directors Meeting, 5:00 p.m., location to be announced.

12TH
ROTC Alumni Society Board of Directors Meeting, 6:30 p.m., Fort Snelling Officers' Club, St. Paul.
Biological Sciences Alumni Society Board of Directors Meeting, 6:30 p.m., 260 Biological Sciences, St. Paul campus.

13TH
Peking Opera Theatre, Northrop Auditorium, Minneapolis campus.

19TH
Home Economics Alumni Society Board of Directors Meeting, 5:30 p.m., 48 McNeal Hall, St. Paul campus.

22ND-MARCH 12TH
"The Eye and the Heart: The Watercolors of John Stuart Ingle" Exhibition, University Art Museum, Northrop Auditorium, third and fourth floors, Minneapolis campus.
"Picture Perfect: Recent Color Still-Life Photography" Exhibition, University Art Museum, Northrop Auditorium, third and fourth floors.

23RD-24TH
Basel Ballet of Switzerland, Northrop Auditorium, Minneapolis campus.

25TH
Institute of Technology Alumni Society Board Retreat, 3:00 p.m., Eastcliff, St. Paul.

26TH
Minnesota Alumni Association Executive Committee Meeting, Minnesota Alumni Club, 50th



Anna Pavlova by Michael Geiger is featured at the University Art Museum's "Picture Perfect" exhibition opening this month.

Floor, IDS Tower, Minneapolis.

29TH-MARCH 26TH
"The Essential Gourd: Art and History in North-eastern Nigeria" Exhibition, Goldstein Gallery, 250 McNeal Hall, St. Paul campus.

FEBRUARY

2ND
Phoenix Area Alumni Chapter Annual Event, location to be announced.

3RD
Sun City Area Chapter Annual Event, the Lakes Country Club, Sun City, Arizona.

8TH
"1,000 Airplanes on the Roof," Multimedia Dance performance by Philip Glass, Northrop Auditorium, Minneapolis campus.

17TH
Suncoast Chapter Annual Event, noon, location to be announced.
Institute of Technology Alumni Society Executive Committee Meeting, 7:15 a.m., 3M Center, St. Paul.

MARCH

2ND
ROTC Alumni Society Primary Staff Meeting, 7:00 p.m., Fort Snelling Officers' Club, St. Paul.

7TH
Institute of Technology Alumni Society Board Meeting and Department Heads Update, 6:00 p.m., Holiday Inn Metrodome.

9TH
Biological Sciences Alumni Society Board Meeting, 6:30 p.m., 260 Biological Sciences, St. Paul campus.
ROTC Alumni Society Board of Directors Meeting, 7:00 p.m., Fort Snelling Officers' Club, St. Paul.
Minnesota Alumni Association National Board of Directors Meeting, time and location to be announced.

16TH
Home Economics Alumni Society Board of Directors Meeting, 5:30 p.m., 48 McNeal Hall, St. Paul campus.



Memorial Stadium, circa 1987.

► LAST STAND

TWIN CITIES CAMPUS • It was a cold, blustery autumn day with a brilliant blue sky when the bulldozers and backhoes finally began dismantling Memorial Stadium. It was perfect football weather, which made for an ironic ending to a tenacious, last-ditch effort to save the stadium. In the end, the Board of Regents voted to construct a new \$17.5 million swimming and recreation center on the stadium site, as planned.

The last save-the-stadium drive started just as the stadium's demolition was about to begin. Stadium proponents argued that it was time for Gopher football to move back to campus, where it has been absent since the move to the Metrodome in 1982. The wave of protest spurred the Board of Regents to take a final look at the crumbling, weed-filled stadium.

But the stadium never stood more than a slim chance of survival. Several times the issue of rehabilitating it for football use had come before the Board of Regents, and each time it had been voted down. University officials argued that it was too costly—an estimated \$25 million—to repair the stadium, break a contract with the Metrodome, and relocate the swimming center. The University also stood to lose \$3 million from the Minnesota Amateur Sports Commission if it failed to finish the project in time for the 1990 U.S. Olympic Festival.

Controversy has always surrounded the decision to play Gopher football in the Metrodome. The idea was first discussed in January 1981. The main argument in favor of moving Gopher football was declining attendance at the games, but other issues such as improving recruitment and the cost of remodeling the stadium also were discussed. In April 1982 the Board of Regents approved a 30-year lease at the Metrodome, with an option that would release the University from the lease after three years. In December

COLLEGES AND SCHOOLS DIGEST

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

BY CHRIS NISKANEN

1984, after discussing the issue at two meetings, the regents voted 10-1 to honor the remaining 27 years of the lease.

In March 1987 the stadium issue surfaced again, as swimming center plans were finalized. The regents voted 11-1 to demolish the stadium and preserve part of it as a war memorial. Then, on October 17 of this year, Memorial Stadium got its last hearing. In an emotional discussion, the regents voted 9-2 against a resolution that would have saved the stadium.

A final effort to have the stadium declared a historic building also fell short when Hennepin County District Court Judge Beryl Nord ruled against a motion brought by stadium supporters.

Since the swimming complex will be constructed within the bowl of Memorial Stadium, up to the first deck of seats, Gopher football will never again be played there under blue autumn skies. But the future of the remaining stadium is still up in the air. University officials are still considering remodeling the rest of the structure for office space or demolishing certain parts. They say that at least some of the structure will be preserved as a war memorial.

▶ PARTING WORDS

LIBERAL ARTS • Regent Professor of Economics Leonid Hurwicz, once called "the smartest professor" on campus and a founder of the University's top-rated economics department, retired last summer after 37 years at the University. For Hurwicz, however, retirement doesn't mean finding a rocking chair. "The only difference is I'm a free-lancer now," he says with a chuckle.

Free-lance is a rather casual term for consulting work done by one of the world's most respected theoretical economists. Because economics—both teaching and research—is Hurwicz's passion, he has no intentions of slowing down. "It's my hobby, and we are not always free to pursue our hobbies as a profession," he says.

The 71-year-old Hurwicz, whose only academic degree is in law from the University of Warsaw, says he will spend a year at Northwestern University teaching and researching and will probably then return to Minnesota as a professor emeritus.

In an interview from his home in Chicago, the Russian-born professor says he has no regrets about the 37 years he spent at the University, despite the frequent offers he received from more prestigious schools such as Stanford and Harvard. After considering each offer carefully, he always decided to stay at Minnesota. "It is a great university because it is a university with an atmosphere of academic freedom," says Hurwicz. Hurwicz cites as an example his work as a Minnesota delegate to the now-infamous 1968 Democratic convention in Chicago, an activity

that might have been discouraged at other universities.

But it was also Minnesota itself—a state of publicly conscious citizens—that held Hurwicz. "Just the flavor of Minnesota was a very powerful influence," he says. "There is a willingness to hear other political voices, an interest in public affairs and in taking public problems seriously."

Hurwicz is modest—a quality he is noted for—about his contributions to the economics department and the University. When confronted with the claim that he single-handedly shaped the department, he quips, "I deny any accusations." Instead, he points to his colleagues—Walter Heller (who died a year and half ago), James Simler, and O.H. Brownlee, to name a few—who helped build the department, even though their economic views were sometimes the opposite of his. "We have had in our department comradeship and friendship that is uncommon in other places," he says.

▶ DAILY TOPS

TWIN CITIES CAMPUS • The *Minnesota Daily* was named the best all-around student newspaper in the country by the Society of Professional Journalists, Sigma Delta Chi. The *Daily* last won the award in 1981. Three current and former staff members won the national Mark of Excellence Award: Steve Lorinser, sports writing; Kevin Siers, editorial cartooning; and Laurel Luth, spot-news photography.

The award recognized work published between February 1, 1987, and January 31, 1988.

▶ EASY ACCESS

UNIVERSITY LIBRARIES • An electronic card catalog in your own home? The University Libraries' collection, computerized last year on a system called LUMINA, now has dial-up access for anyone with a modem, a personal com-

puter, and the appropriate software. According to Interim University Librarian John Howe, anyone can search the University's collection for specific volumes without a special code or password. For more information, call the LUMINA hotline at 612-626-2272.



Reginald Buckner has award-winning trio, will travel.

▶ HITTING THE ROAD?

MUSIC • The Reginald Buckner Trio, headed by University associate professor and jazz pianist Reginald Buckner, was named the outstanding 1988 jazz group at the Minnesota Black Musicians and Artists program October 1, sharing the award with the group Moore by Four. Buckner formed the trio, which also includes Frank Wharton on flute and Fred Masey on drums, when he first came to the University in 1969.

Buckner, who teaches in the School of Music and the Afro-American studies department, says the group plays jazz classics as well as some of his own compositions.

Although the road to success hasn't been easy ("We've had very, very little ink," says Buckner), the phone has been ringing since the trio won the award. Now Buckner is inspired. "This old man might just get out on the road," he says.

► COLD TURKEY

TWIN CITIES CAMPUS • David Grimsrud was not chilled by the prospect of moving from California to Minnesota in December. In fact, he looked forward to it.

In January, Grimsrud became director of the University's Cold Climate Building Research Center, a consortium of scientists exploring ways to make buildings in cold climates more energy efficient, healthy, and attractive. Formerly head of the indoor environment program at Lawrence Berkeley Laboratory at the University of California, Grimsrud gets a good laugh out of returning to a state where windchill temperatures are required cocktail party conversation. "I started on January 1, which you might say is starting cold turkey," he says.

Cold climate building research, though, is a serious subject with him. The University has approximately 35 researchers in a half dozen departments who are studying everything from the efficient use of daylight to home insulation. A state like Minnesota, with its extreme temperatures, has special building problems that can't be addressed by research facilities in other parts of the country, says Grimsrud. "Berkeley is a preeminent research institute," he adds, "but people in Berkeley don't understand buildings in Minneapolis."

Transferring the University's research findings to Minnesota builders who can incorporate those findings into the construction of homes and offices is one of Grimsrud's priorities. "Our funding right now is primarily from the state of Minnesota," he says. "Unless we give that money back to the people, we are not using it well."

► INTERFACE EXPERTS

TECHNOLOGY • The National Science Foundation (NSF) has recognized the University as a national leader in interfacial research—one of the fastest-growing research fields in the country—by designating the Center for Interfacial Engineering as one of its new engineering research centers. Chosen from among 64 proposals submitted by 44 different schools, the University's center will be eligible for up to \$12 million in funding during the next five years.

Interfacial engineering focuses on the thin molecular boundary between two materials. Computer chips, photographic film, magnetic recording disks, paints, and circuit boards are all products that could be improved through the center's research.

According to center

director D. Fennell Evans, it was the strength of the Institute of Technology faculty that brought NSF funding to Minnesota. "What we did was build the program around an extraordinary group of faculty," he says. "The fact that there are so many people who were strong[in this field]... worked in our favor." Twenty-nine faculty members from a variety of University departments are connected with the center.

Getting the NSF designation was "a major coup in terms of its impact on the University," Evans says. Receiving the funding also required a bit of luck, he admits. Two other schools that were funded weren't so lucky the first or second times they applied: The NSF had previously turned down the University of Texas four times and the University of Wisconsin three times.

► ANTI-AIDS DRUG DEVELOPED

PHARMACY • A new anti-AIDS drug that has proven to be hundreds of times less toxic than AZT, the most promising anti-AIDS drug to date, has been developed by University pharmacy professor Robert Vince and a department team. Called Carbovir, the drug has been patented and licensed to Glaxo, a North Carolina drug company. From among thousands of submissions it received last year, the National Institutes of Health (NIH) has chosen Carbovir as one of the drugs with the most potential for fighting AIDS.

University officials, though, caution that Carbovir is not a cure for the disease. It is still being tested by NIH researchers and has not yet been approved by the U.S. Food and Drug Administration nor has it been extensively tested on animals or humans.

Research continues on Robert Vince's newly patented anti-AIDS drug.



PHOTOGRAPH BY JEAN THOMAS

► BIG MOVE

TECHNOLOGY • Moving doesn't usually produce euphoria. But Peter Zetterberg, who is in charge of moving 80 faculty members, two administrative offices, and 300 graduate students (and all their desks) into the largest building on campus, says "it's a total nuisance, but it feels good."

The new, long-awaited \$44.3 million Electrical Engineering and Computer Science Building is finally complete, bringing sighs of relief from the Institute of Technology (IT). For years IT students and faculty suffered in a drafty, cramped, outdated electrical engineering building.

The new "flagship" of IT, as IT Dean Ettore Infante proudly calls it, stands in a brilliance of glass and brick at the corner of Washington Avenue and Union Street on the East Bank. With 155,000

square feet of classrooms and offices, it's the largest academic building on campus. It also houses the two largest departments on campus, computer science and electrical engineering, with a total of 2,000 undergraduates and 500 graduate students. "There's no doubt it's a very significant building for us," Zetterberg says.

However, while IT officials are ecstatic about their new building, they still need to fill it with high-quality equipment. Both the electrical engineering and computer science departments have problems competing with other schools because of equipment shortages, officials say.



The \$44.3 million Electrical Engineering and Computer Science Building debuts.

► SEMANTIC PROBLEMS

EDUCATION • Michael Wade is trying to change the public's perception of his department, a task that is proving to be much more troublesome than he had anticipated.

Wade is director of the School of Physical Education and Recreation, a school that still suffers from its old jock-turned-phy-ed-teacher image. Although the school continues to train some "phy-ed" teachers, most of its faculty members do serious physical education research and train other kinds of physical education specialists.

At the October Board of Regents meeting, Wade proposed a new school name, approved by the school's fourteen faculty members, that would reflect the school's activities: the School of Human Movement and Leisure Studies.

The proposal was promptly lampooned by local newspapers. The new name also got a chilly reception from the regents, some of whom believed it might confuse people even more. They sent Wade back to the drawing board.

"There is no question that the name is perfectly appropriate," says Wade. Many schools around the country have dropped the physical education title, he says, a move the

University should follow so faculty members applying for highly competitive government research grants are not at a disadvantage.

He and other faculty members were upset by the treatment they received, Wade says. In a letter to the *Star Tribune*, two faculty members wrote: "... the common misconception that physical education majors are just athletes who have no other career alternatives... is demeaning to all persons in our profession." They added that the school's activities range from training people involved in corporate fitness to researching the integration of severely disabled children into outdoor education programs.

The school doesn't plan to drop the issue. The next name it proposes will probably be something such as the School of Kinesiology and Leisure Studies. "I think kinesiology [the study of human movement] is the term of choice," Wade says. Several other physical education departments, including those at the University of Michigan and the University of Illinois, have incorporated *kinesiology* into their titles, he adds.



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Network Calls for Support

Last March 18 six senators in the Minnesota Legislature suddenly found their offices inundated by phone calls—not unusual at the Capitol, but surprising under the circumstances. The senators, who were considering a highly publicized and controversial measure to fund the University of Minnesota's Commitment to Focus plan, received dozens of calls from people urging them to support the bill.

Interim University President Richard J. Sauer, who was standing in a senator's office when the calls began pouring in, recalls, "Every time the phone rang, the secretary would say, 'It's another one of your people.' We went to [Senator] Greg Dahl's office, and his secretary said, 'We've had about 50 calls from *your* people.' I could see it was really having an impact."

"It" was the alumni legislative network, a group of volunteer alumni organized by the Minnesota Alumni Association (MAA) to help the University lobby for its legislative request. On that day, network alumni were asked to urge six key senators to support funding for the University's Commitment to Focus plan.

This effort highlights an emerging role for University alumni.

The legislative network works on the premise that alumni, as concerned citizens, have a stake in the University's future, explains Jane Whiteside, MAA associate director and network organizer. In that capacity, alumni can influence the legislature through telephone or personal contacts to vote for the University's funding needs.

"We don't expect people to become experts on the University's request," Whiteside says. "We ask alumni to speak about their experience at the University and to tell legislators that the Uni-



"It's important to show that the University is broadly supported by the people of this state."

versity is a good place and important to the state."

Begun two years ago, the network is now one of the MAA's top priorities, Whiteside says. What began as a small group of alumni helping Board of Regents members organize receptions and meetings around the state has grown into a 128-person lobbying effort.

Last year the network demonstrated that alumni can have a voice in the Capitol, says Whiteside, and helped move the University's legislative funding efforts in a new direction.

In the past, the University's lobbying efforts were built around several professional lobbyists, faculty mem-

bers, and occasionally students. More recently, the University has begun to pursue a strategy of building a broad base of popular support and drawing upon the collective power of its alumni who are Minnesota citizens concerned with the University's future. This strategy reflects Sauer's belief that it's not only important to communicate with Minnesota citizens and alumni, but also to have their support.

Richard Heydinger, vice president of external relations who coordinates the University's lobbying efforts, agrees. "Alumni are our most direct contact with the citizens of this state," he says. "Since we gave them something, we hope they can give something to future students at the University."

The network focuses on 25 legislators who are in Senate and House leadership positions or who sit on two key committees—the Education Division of the Senate Finance Committee, chaired by Gene Waldorf, and the Education Division of the House Appropriations Committee, chaired by Lyndon Carlson. Both committees are closely involved in appropriating state funds for the University.

Alumni are matched with legislators who represent their districts, with one volunteer in each district serving as a primary contact for the other volunteer lobbyists in that district.

Perhaps the network's most important advantage is its two-pronged approach: volunteer lobbyists speak not only as University alumni, but also as constituents. Waldorf admits that, from a legislator's point of view, it's a powerful technique. "None of us ever deliberately ignores a constituent's call," he says. "I feel I have a responsibility to respond to that call and to explain what I'm doing."

For the 1989 legislative session, the alumni legislative network plans to expand its activities. University administrators, faculty, and students began in November to conduct a series of statewide meetings with legislators to explain the 1990-91 request. The MAA, working with the Minnesota Extension Service, will participate in the meetings. Whiteside also plans to reinstitute the calling network, drawing on previous volunteers and recruiting others. A legislative news-

letter will be distributed to volunteer lobbyists.

Many volunteers will be needed, because the 1989 legislative session presents a great challenge to the University. Last year the Eastcliff and reserve-fund controversies caused Governor Rudy Perpich to withdraw his support of the University's request, calling for a "cooling-off period." Sentiment in the legislature was similar, with many legislators angry that the University would continue to ask for state funds when it had substantial reserve funds.

Waldorf, however, says the real issue was secrecy. "In retrospect, the failures of last year were not as significant as people made them out to be," he says. "The whole reserve fund issue was not a major issue, but it took on major proportions. But the mistake was nobody knew about it."

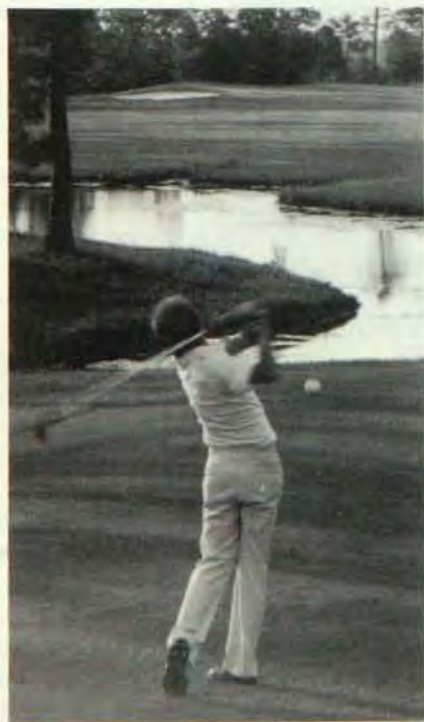
The controversies forced the Uni-

versity to withdraw its request, which represented to many University officials the worst possible outcome. On the day the University withdrew its request, Board of Regents chair David Lebedoff called it "one of the gravest moments in the history of the University of Minnesota."

"In this session in particular, it's important to show that the University is broadly supported by the people in this state, which it is," says Heydinger. A recent poll supports Heydinger's conclusions: Of 820 Minnesotans surveyed, 84 percent said they had a favorable or very favorable impression of the University as an educational institution.

WANT TO HELP?

To join the University's legislative network and follow the status of bills affecting the University, call the alumni office at 612-624-2323.



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MYRTLE BEACH, SOUTH CAROLINA

OVER THE YEARS homecoming had been whittled down to just a parade, a pep fest, and a football game. Surely, said some, there ought to be more to it than that—a lot more.

This year's homecoming, co-sponsored by the Minnesota Alumni Association (MAA) and carrying the theme "There's Just One U," was a multifaceted celebration, the way the Fourth of July used to be in small towns. Academics stood next to athletics. The serious blended with the mirthful. It was culture, music, public affairs, and a few simple barbecues—more than 80 events in all.

But most of all, it was rejuvenating. "It [was] a much-needed celebration after a year of disappointing revelations of mismanagement, corruption, and confusion," said the *Minnesota Daily's* editorial writers. "And it was a celebration that should help all of us put this place in perspective."

During the seven days of celebrating "There's Just One U," an estimated 150,000 people tramped through campus, taking in enough events to fill a world's fair. Some were shocked by author Jonathan Kozol's description of America's homeless, at a lecture sponsored by the **College of Home Economics**. Another forum, called "Academia in Review," showcased research by 36 faculty members, including everything from lake trout reproduction to robotics. Walking tours of the University Hospital and Clinic offered an overview of the state-of-the-art equipment in one of the nation's top medical research centers.

This year's special homecoming also attracted a *Who's Who* list of guest speakers. At the **Law School's** centennial dinner, for example, speeches were delivered by Michigan Governor James J. Blanchard, former U.S. Vice President Walter Mondale, and former professional football player and Twin Cities attorney Alan Page. The nation's crusading surgeon general, C. Everett



Future students joined the Homecoming celebration.

Koop, put America's health issues into perspective at a standing-room-only **Medical School**-sponsored event.

Environmental issues were the subject of the Kolshorn Memorial Lecture, given by former Secretary of the Interior and ardent conservationist Stewart L. Udall, and sponsored by the **College of Natural Resources**. Technology and the future of computers was the topic when John Sculley, president and chief executive officer of Apple Computer, spoke at the **Institute of Technology Alumni Society's** annual meeting. Paul and Anne Ehrlich, Stanford University biology professors internationally known for their work in population biology, presented lectures sponsored by the **College of Biological Sciences** and the **Hubert H. Humphrey Institute of Public Affairs**.

With the presidential election just around the corner, Frank Sorauf, professor of political science in the College of Liberal Arts and a national expert on political action committees, presented "A Bettor's Guide to the 1988 Presidential Election." It was sponsored by the **College of Liberal Arts/University College Alumni Society**.

In all, there were "more events than I think my legs will take me to," exclaimed one woman, which was just the response organizers had hoped for.

But while the big names and gala events enthralled many, it was a simple picnic on a cold day that attracted the more than 2,000 University staff members who munched on a free lunch provided by the MAA.

"In the seven years that I've been on staff at the University, I can't recall another event that recognized the efforts of the staff in as grandiose a manner," one staff member wrote to the MAA.

To some, it seemed risky for the alumni association to be celebrating when many people believed the University had more important things to do. One man expressed his reservations by calling the alumni association and asking why there was so much revelry, given the recent controversies.

"Did you ever have any serious problems in your family?" asked MAA executive director Margaret Carlson, who took the call. "Did you ever stop celebrating birthdays?"

The man paused for a second. Then he said he understood.

1963 REVISITED

The University's Alumni Club, perched 50 floors above downtown Minneapolis in the IDS Tower, celebrated its 25th anniversary November 5. Emcees Charlie Boone and Roger Erickson, WCCO-AM radio celebrities, entertained 250 club members with their reminiscences of 1963. Additional entertainment was provided by University talent that included a string quartet and a jazz trio. Lifetime memberships to the club and the MAA were presented to Steve Roszell, associate vice president for alumni relations and development, and Edwin Haislet, a founding member of the club and former MAA executive director.

A CLASS ACT

November 12, spurred by controversies that have plagued their alma mater over the past year, members of the class of 1939 held the first of a four-part series of seminars examining the University. The first symposium examined the demographic, economic, cultural, technological, and political forces that have shaped the University. Future symposiums will be held January 14, March 18, and May 17.

For more information call Don Lampland at 612-699-3105.

WELCOME, WALTER

If you want to know the way it is, be



Association executive director Margaret Carlson helped Curtis L. Carlson cap off a maroon and gold year at Homecoming '88.

sure to attend the Minnesota Alumni Association's 1989 annual meeting on May 17. Walter Cronkite, the venerable CBS newscaster whose award-winning broadcasts were admired by viewers for years, will be guest speaker. Make your reservations as soon as possible to reserve a seat.

TECH DAY

More than \$8,000 was raised for student scholarships, awards, and activities at the Science and Technology Day on October 4, sponsored by the Insti-

tute of Technology Alumni Society. More than 900 people attended the event at International Market Square in Minneapolis.

WATCH OUT, LONGHORNS

The Lone Star State now has its second Minnesota Alumni Association chapter, this one in Austin, Texas. More than 250 alumni live in the Austin area, which prompted Gordon Dunkley, a lobbyist for the Texas Oil Marketing Association, to organize the chapter. The chapter has been named the "University of Minnesota at Austin," giving a whole new meaning to the phrase "coordinate campus." Dallas is the home of the first Minnesota Alumni Association chapter in Texas.

RICE REWARDS

The Detroit Area Women's Club is probably singlehandedly supporting Minnesota's wild rice industry—in Michigan. This year, the group, made up of University alumni, their spouses, and other family members, has sold 2,000 pounds of the sought-after gourmet grain. Last year, the 32 members sold two tons of wild rice, which was shipped from northern Minnesota. For each of the last two years, the group has donated \$6,000 earned from its rice sales to the Minnesota Student Leadership Award.



Celebrating the Alumni Club's 25th anniversary are, from left, charter member Franklin Gray, club founder Edwin Haislet, alumni association executive director Margaret Carlson, and association national president Chip Glaser.

Inside the Athletic Director Search

AS INTERIM UNIVERSITY President Richard J. Sauer leaves the University of Minnesota to become president and chief executive officer of the National 4-H Council in Bethesda, Maryland, he leaves behind a university much improved for his efforts.

Although Sauer suffered much personal distress because of his high profile position, he endured during difficult times for this institution, making tough, carefully analyzed decisions. His no-nonsense approach was timely for a University under scrutiny.

The entire state is indebted to President Sauer and his wife, Betty, for their service on our behalf. We wish them well as they accept their new challenge.

One of the most difficult decisions President Sauer made was to change the management of University athletics. Concerned that the views of many constituencies be considered, he established a ten-member search committee to find a new men's athletic director. The Minnesota Alumni Association (MAA) was invited to participate in the process, and I served on the committee. The search committee was made up of alumni, athletic department staff, University faculty, former athletes, and members of the business community. Twenty percent of the committee members were women, and twenty percent were members of minority groups.

I want to recognize the efforts of Paul Giel, who served his alma mater and this state with dedication for seventeen years as men's athletic director. I hope that he will someday again serve in a public capacity. However, when the decision was made to make a change, it was heartening that the MAA was consulted in selecting his successor.

Established in July 1988, the search committee immediately set to work under the direction of its chair, psy-

chology professor Jack Merwin. Our primary goal was to identify a candidate who was committed to excellence in both athletics and academics and who also was a tough administrator with a proven success record. Considering the athletic department's past problems, the pending investigation by the National Collegiate Athletic Association (NCAA), and the absence of a permanent University president, we were unsure how potential candidates would view the position. To help the search committee, the alumni association polled its members about their views on University men's intercollegiate athletics. A summary of poll results indicates that alumni support athletics; consider athletic success important but not at the expense of academic success; believe that athletic and academic success are not mutually exclusive; and believe that students should be the greatest beneficiaries of intercollegiate athletics.

When the application process closed September 1, our committee had received applications from and nominations for more than 120 candidates. This was a field that would have been viewed as outstanding even under the best circumstances.

On October 15 we forwarded three names to President Sauer. All were current or former NCAA Division I athletic directors with proven records of integrity and success. Of that group,



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

Rick Bay, former athletic director at Ohio State and the University of Oregon, was selected by President Sauer to be recommended to the new University president. A top-ranking NCAA staff member called Bay "one of the top three athletic directors in the country, without question."

How did the search process work? A ten-member committee is cumbersome but necessary if interest groups

are to be satisfactorily represented. Unfortunately, one of the committee members gave advance information to the press, complicating our efforts. However, we were still able to arrive at an outstanding slate of candidates, satisfy the legal requirements, and complete our task within the allotted time.

Alumni can take heart in the large number of great candidates who were interested in the challenging opportunity at Minnesota. They were interested because of the University's past history and tradition, its commitment to academics, the success of its Minnesota Campaign, its Big Ten tradition, its Twin Cities location, and the positive values of the people who live in this state.

Your alumni association is proud to have been represented in this process and will continue to do what it can to help this institution return once again to its golden years—and its rightful place as a leader in both education and athletics.

By Chip Glaser

A Legislator's Advice to Alumni

"IT'S NOT VERY glamorous, but it was the threat of raw sewage that got me into politics," says alumnus Gen Olson, Independent Republican Party state senator representing the Lake Minnetonka area. "It was 1958, and I was only nineteen years old. My parents and I had recently built a home in Minnetrista overlooking a lovely lake. When we learned that a neighboring community wanted to annex a section of land, including ours, and dump sewage into this lake, I helped spearhead an effort to incorporate the township into a village, which would protect the boundaries. We were successful. By the time I helped elect people to serve on the council, I was hooked on political action. I've never turned back."

Olson subsequently served on the city's park and recreation and planning and zoning commissions. When a city council seat opened up, she ran and won. Two years later she was elected mayor. In 1982 she was elected to the state senate, representing District 43.

Political office is not Olson's only career. After a freshman year at Wheaton College, she transferred to the University of Minnesota, graduating with distinction in home economics education in 1959. She taught in both rural and suburban school districts and worked at the state department of education, the Anoka Vocational Technical Institute, and for Anoka-Hennepin District 11. A Vocational Graduate Leadership Fellowship brought her back to the University, and she has recently completed course work and research for an Ed.D. in vocational education administration.

With her political experience and love of the University, there is no one better than Gen Olson who alumni can turn to for political advice. And there is no more important year to seek advice.

This year, the Minnesota Legisla-

ture will allocate money to the University for a new biennium. And this year, for the first time, all the advocacy arms of the University are uniting in one legislative network. Included in the lobbying efforts are University faculty, students, the Minnesota Extension Service, Health Sciences, the Institute of Agriculture, Forestry, and Home Economics, the Institute of Technology, both athletic departments—and alumni. And everyone involved in the process—from University administrators to legislators themselves—recognize the crucial role alumni can play.

Olson's most important advice for alumni is to keep legislators in perspective. "Remember that legislators are just ordinary people," she says. "Society gives mixed messages about legislators. On one hand, politicians are held in low esteem. But on the other hand, some people put them on pedestals and react to them with a star-struck mentality. Some believe legislators are unapproachable. I can assure you, they're not. My advice is not to fear your legislators. They work for you and are elected to serve your needs."

Olson cautions against the "too little, too late" school of political action. Many people believe the most important time to lobby their legislators is in the final days of the legislative session when major bills are being voted on. But the most important time to let your



Margaret Sughrue Carlson
is executive director of the
alumni association.

legislator know where you stand, says Olson, is when bills are being considered in committee, usually within two or three weeks after the legislative session starts.

Olson also suggests that if you don't know who your legislators are, call 612-296-2146 for the name of your representative and 612-296-0504 for your senator's name.

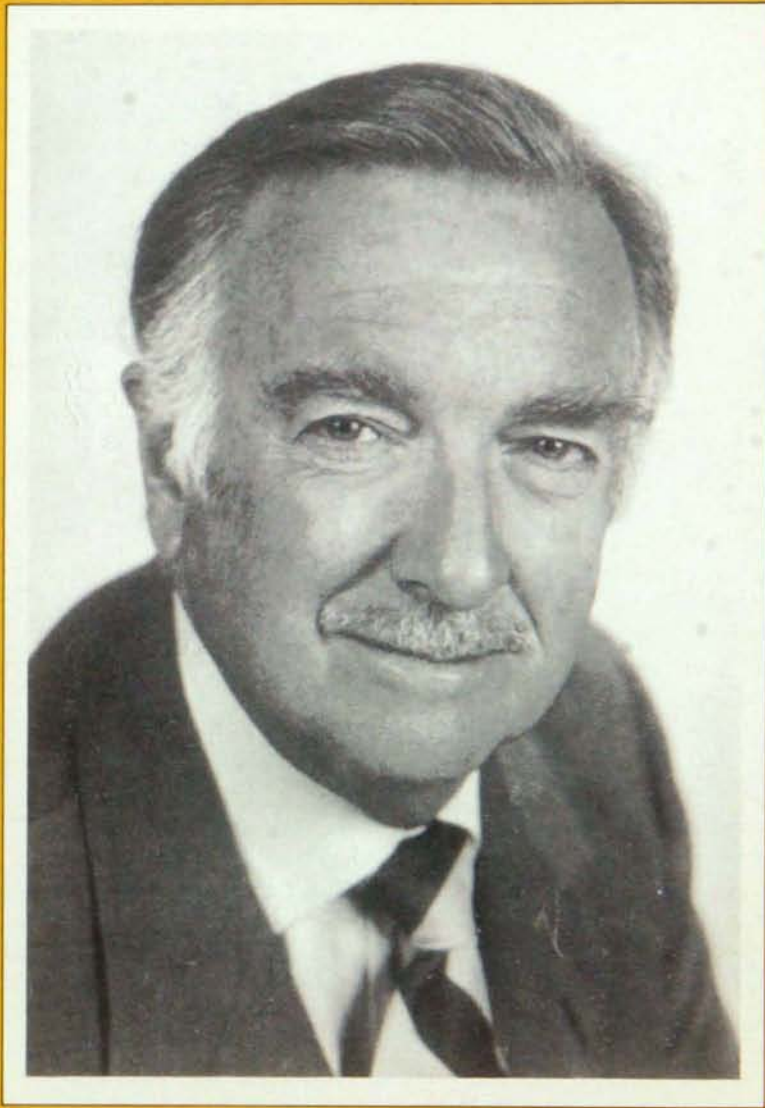
Your first contact with your legislators may be an introduc-

tory letter or a phone call. Give some background about your relationship to the University and why you support the institution. You don't need to be more specific than to say that you strongly believe the University needs adequate support in this legislative session. "Legislators obviously cannot be expert in all areas that confront them," says Olson. "If they're worth their salt—and most of them are—they'll appreciate constituents who take the time to educate them about an issue."

Olson believes the University can be successful at the legislature, and the key to that success is a broad-based, grass roots network of support.

"If every one of the nearly 190,000 alumni in Minnesota wrote a simple letter of support to both their legislators," says Olson, "each of the 134 representatives would receive 1,400 letters and each of the 67 senators would receive 2,800 letters. Now that would really be sending up the old maroon and gold at the state Capitol."

By Margaret Sughrue Carlson



Walter Cronkite

Need We Say More?



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