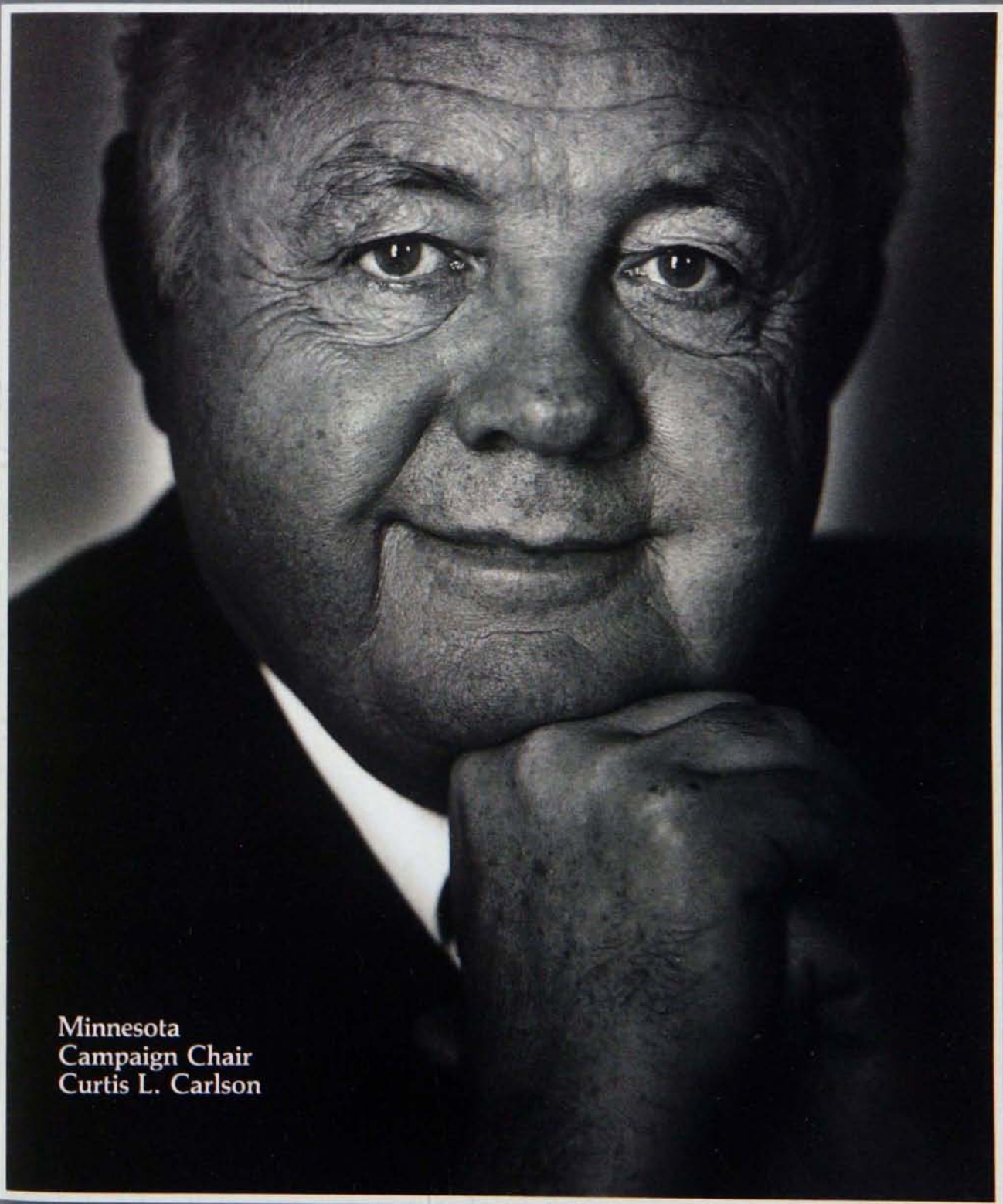


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Now We're Group Focusing

Since our last issue, we at *Minnesota* have subjected the magazine to a fate worse than letters to the editor: the focus group interview.

Not some new student faculty committee created in the wake of University President Kenneth H. Keller's "Commitment to Focus," a focus group is a marketing technique that's been around for years. In our case, we invited randomly selected members of the Minnesota Alumni Association, alumni who are not members, faculty, and staff to take a look at *Minnesota* and other University materials and give us their opinions. The interviewees were paid a modest sum and were guided in their discussions by a professional focus group leader. The studies were commissioned by the association.

We sat behind glass mirrors and listened to the discussions as the able interviewer led the groups, advising them that the only way something can be made better is by finding out what doesn't work and why—an admonishment that proves to be hard on an editor. Once all three nights of the focus group interviews were finished, our focus group leader explained to us that "it doesn't matter what the facts are," it's "perception that counts."

The results of our foray into consumer opinion?

First, we were perhaps much more impressed by the focus groups themselves than they were with the magazine. After listening to the approximately 50 alumni, faculty, friends, and staff who gave their time, we were impressed by the thoughtfulness with which they approached their task, as well as with their concern for the University of Minnesota. They even impressed the focus group leader. "These people really care," she said. "They really want to help the University."

Second, for nearly every opinion expressed, the opposite view was taken by someone in varying degrees of fervor. The articles in the magazine should be more controversial; the articles should support the University. The stories were too shallow; the stories were too lengthy. The magazine was too slick; the magazine wasn't slick enough to compete with other magazines in a reader's busy day.

The immediate lesson that we learned from our focus group interviews is that our readers and potential readers want us to "tell it like it is"—to present the challenges as well as the opportunities that face the University. They want to know

how they can support the University in meaningful ways, to find out what kind of impact the University has on individuals, the state, the nation. Our readers have a strong attachment to their colleges and schools and want to know how their classmates are doing.

This issue was designed with those readers in mind.

In this issue, alumnus (*alumna?*—a point of contention with focus group interviewees) Carol Pine tells us why Curtis L. Carlson not only gave the University \$25 million but also put his reputation on the line to see that others help raise \$300 million for the University in three years. "Give what you can, and your gift will return tenfold benefits to the University and the state" is his credo. In this issue we also include the University of Minnesota Foundation's Report to Investors, a listing of more than 10,000 alumni, friends, and supporters of the University who have done just that in 1985-86. They and others like them are the backbone of the Minnesota Campaign that Carlson chairs.

We're happy to introduce you to Minnesota Gopher football coach John Gutekunst, who proves he's not just another pretty face. Former *Minnesota* editor Chuck Benda went to Austin, Minnesota, to report on the aftermath of the strike against Geo. A. Hormel & Company. He tells us how one community copes with change and how alumni are using their educations to deal with major conflicts and life situations.

We've also included poems from Linda Hogan's award-winning book *Seeing Through the Sun* and profiles of Stanford's Robert Jaedicke, '57, and of Regents' Professor Stanley Dagley, who proves that in his case, *retiring professor* is an oxymoron. Finally, alumnus and U.S. Representative Patricia Schroeder of Colorado champions a parent's right to care for his or her newborn and return to the same job at the same pay rate and benefits.

Reporting on the activities and alumni of one of the top five institutions of higher education is not only interesting, it's timely. Faculty, staff, and alumni are deeply involved in the major changes taking place throughout the country—whether it's in Austin, Minnesota, or in Washington, D.C. Focusing our editorial for such an audience can only make *Minnesota* better.

GUTEY, GUTEY

Mike Sunvold

was one of the top Gopher recruits last spring. Minnesota wanted the senior from Cooper High School in Brooklyn Center badly, but so did Nebraska, USC, Iowa State, and Iowa. All offered him scholarships.

Former Gopher coach Lou Holtz used his charisma to lure Sunvold to Minnesota. And the other in-state recruits were ready to play at Minnesota, too. But suddenly, Holtz left for greener pastures at Notre Dame, leaving everyone from assistant coaches to new recruits feeling betrayed.

"I really liked Coach Holtz. I thought he was one of the neatest guys around," Sunvold says. "I thought he was going to stay here forever, the way he talked."

With three months left to the signing deadline, Sunvold and the other recruits waited anxiously to see who the new head coach would be. Sunvold was now undecided about which school he would attend. His decision hinged on one thing: whether or not John Gutekunst got the job. "If Gutekunst wouldn't have gotten the job, I would have gone to another school," he says, adding that the other in-state recruits felt the same way.

Fortunately for Sunvold—and for Minnesota football—Gutekunst got the job. He stabilized a program that looked as though it would turn topsy-turvy again after two years of solid building.

But how could a quiet, laid-back intellectual gain such unanimous support for a job he never seriously thought about until Holtz resigned? Why would an equally—if not more—qualified assistant coach on the Gopher staff turn down a chance for the job and willingly endorse Gutekunst?

Anthony Burke, senior defensive tackle, offers a simple explanation. "He's a player's coach," says Burke. "He can really relate to us as college athletes."

And he can relate to coaches as well, says Larry Beckish, offensive coordinator, who also had a chance at the job. "Coach Holtz recommended both John and me," says Beckish, who coached for Clemson and Miami at the college level and for the Arizona Wranglers of the U.S. Football League at the professional level. But he stepped aside. "What we didn't want to do was divide the support," Beckish says. "John gave us the best chance to continue what we started [under Holtz]. If John wasn't the kind of person he is . . . I would have applied for the job."

Introducing John Gutekunst: a thinker, a strategist, and the football coach with the best win-loss record in Gopher history. He'll soon have Minnesotans asking, "Lou who?"

What kind of person is Gutekunst? Players, coaches, family members, and longtime friends call him many things: Thinker. Teacher. Competitor. Strategist. Joker. Good listener and observer. Good friend. All are descriptions that have roots in his early childhood when he began his athletic career on a playground in Sellersville, Pennsylvania, playing ten-inch softball for a man called "Druckey."

That Gutekunst would become a sports star would have been a natural prediction. His father, Henry Gutekunst, was a standout in three sports—football, baseball, and track—and was inducted into Muhlenberg College's Hall of Fame four years ago. Although he later became a teacher and coach, he never pushed his son to excel in athletics. The only advice he gave to him was *not* to become a teacher or coach because neither job paid well.

But in Gutekunst's early school years, some were doubtful that he'd turn out to be like his father. According to his mother, Dorothy Gutekunst, "his first grade teacher said, 'If I ever had a student that I felt would not be an athlete, it was John.'"

Neither his body nor his personality seemed suited for athletics. He was a small, quiet, and introverted boy who began wearing glasses in the fourth grade. His favorite game was one he created using dice and football and baseball cards. "He was making up his own games. He was always content, always thinking," Henry Gutekunst says. The younger Gutekunst modified the standard dice game because it relied solely on chance. "I just wasn't satisfied with it," he says. "I was trying to make it lifelike—more real."

It would be a few years after he refined his dice games before Gutekunst could apply his strategies to organized sports. In the meantime, he played

By David Hrbacek

BY MARSHALL D. LINTON



As the crowd at the post-Independence Bowl victory celebration chanted, "Gutey! Gutey!" Gopher football coach John Gutekunst was asked if he'd like to say a few words. "I quit," said Gutekunst, "— with a perfect record."

either sandlot ball on a vacant lot next to his house or ten-inch softball on a playground directed by B. Earl Druckenmiller. "We had some great teams when he was ten years old," Druckenmiller, 84, recalls. Druckenmiller later became a teacher and coach at Pennridge High School in Perkasia, which borders Sellersville. "I had him in school. He was well behaved."

The first organized sport to come to Sellersville was Little League baseball. After years of collecting baseball cards—"He knew about every big league player there was," Dorothy says—and after numerous trips to Philadelphia to watch the Phillies, Gutekunst had already developed a feverish love for the game.

Little League baseball marked the first time Gutekunst broke out of his introversion and became a fierce competitor. Dennis Robison lived two miles away in neighboring Perkasia and played many games against Gutekunst. There was a lot of individual rivalry between the two, but they soon became friends. Gutekunst "played hard, hustled, and had a great deal of intelligence," Robison says.

Robison and Gutekunst went to high school together and played football, basketball, and baseball. Robison was two years ahead of Gutekunst, but he was surprised and impressed with how mature Gutekunst was. Gutekunst played on the varsity teams when he was a sophomore. "Even then, people looked up to him because he was an outstanding athlete," Robison says. However, "he was easy to talk to. He didn't feel he was better than others because he was an outstanding

athlete." And he would help others, on or off the field.

When Gutekunst was fifteen or sixteen, he spent almost an entire year sleeping at his grandparents' house, watching out for the elderly couple. And when they stayed at his house, he gladly let them stay in his room while he slept in the recreation room.

When John's grandmother became fatally ill in 1960 and was in the hospital for eight weeks, Gutekunst "would leave practice, and instead of coming home, he would go to the hospital—walk a mile and a half," says his mother, Dorothy. "So many people remarked about how a teenager would do something like that."

Gutekunst was willing to, and did, walk the extra mile for many people throughout his high school and college years—so much so that his mother thought he would go into a helping profession—specifically, the ministry.

But the ministry wasn't what Gutekunst had in mind when he chose to major in religion at Duke University, where he enrolled in 1962. "I had no thought of being a minister," he says. "That was her thought." He was interested in physical therapy, which required an undergraduate degree plus a graduate degree in physical therapy.

Majoring in religion was both practical and fun for Gutekunst. It was a reading major, meaning most of the work was done outside of class. That allowed him more flexibility in juggling schoolwork with the two sports he played—football and baseball. And he enjoyed reading, especially about Middle and Far Eastern religions. Another practical reason for

majoring in religion, according to Gutekunst, was "there are no right answers in religion, so you can usually pass the test."

After a successful athletic and academic career at Duke, including being captain of both the baseball and football teams, Gutekunst landed a coaching job almost by accident. He stayed around campus while he applied for the graduate program in physical therapy. One of the coaches asked him if he'd like to stay at Duke and be an assistant coach on the freshman football team. Wanting a challenge, Gutekunst took the job.

He stayed at Duke for twelve years.

"When I started coaching, I really didn't make [it] a career choice," he says. "If we had been really successful, I would have walked away. But we were struggling; we were right around .500 all the time."

While at Duke, Gutekunst moved up the ranks all the way to defensive coordinator of the varsity team. He served under head coach Mike McGee for eight years. "He's one of the most outstanding teachers I've been associated with," says McGee, who is now the athletic director at the University of Southern California (USC). "He has a lot of native intelligence." And he uses it effectively on the field. "He takes things and breaks them down into their elemental parts . . . in a way players can understand."

But something stands out in McGee's mind more than Gutekunst's teaching skills: his enthusiasm for helping players learn. McGee says, "John Gutekunst would literally fly through the air to give a person a bear hug or some demonstrative" form of praise when a player made

Gutekunst is a player's coach, says former Duke head coach Mike McGee, now athletic director at USC. "He's one of the most outstanding teachers I've been associated with."



a good play or caught on to something Gutekunst was teaching him. But 1978 was the last year Duke defensive players would get bear hugs from Gutekunst. McGee was released, and Gutekunst turned down the head coaching job. "He left Duke without a job," McGee says.

The Duke years were a special time in Gutekunst's life. While coaching there, he met Diane Rooney. At that time, Diane was a 23-year-old Air Force "brat" living with her parents in Raleigh, North Carolina. A mutual friend introduced them at the airport where she worked. "I expected an athlete to be bigger than John was," she says. "He didn't look like what a football coach should be."

"John's a very sincere person. That came across more than anything else," she says. They dated for two years and were married at the Duke Chapel on a February day when eight inches of snow fell.

After leaving Duke, Gutekunst found a job soon afterward—at Virginia Tech in 1979. He spent five years there—two as defensive-end-coach and three as defensive coordinator. His performance was impressive. During his last two years there, his defense allowed the fewest rushing yards in the country, and it was second best overall his last year.

With that kind of track record, it's easy to see why Holtz wanted him at Minnesota. Gutekunst quickly accepted Holtz's offer and came to Minnesota two years ago. Again, he wanted the challenge.

When the Minnesota thing came, I just looked at that as a challenge because here was a school that had given up 518 points, second worst ever in the history of the NCAA," he says.

His thought was, says the former religion major from Duke University, "let's try to pull a miracle."

They came close. The defense went from rock bottom in the Big Ten to fourth overall in 1985.

Donovan Small, senior free safety, is one of Gutekunst's prize students. He played here during the disastrous 1983 season when the defensive secondary had more holes than a block of Swiss cheese. Gutekunst and the new coaching staff arrived the next year, and he spent a short time working with just the defensive backs. "He was the best defensive back coach I ever had," Small says. "He taught well. I wanted to learn from him. He made it easier to learn, yet the defenses were more complicated."

In addition to showing Small how to bear down and play tough, Gutekunst also showed him, and the rest of the team, how to sit back and laugh. "The one thing about Coach Gutekunst I like the most is he knows we're still students, still kids in a way," says Small. "He makes football really fun."

Gutekunst is known for his dry sense of humor. Like the time he gave a speech to the crowd gathered in Shreveport following the Independence Bowl victory. Asked for his reaction to the victory, he said, "I quit." He paused and then joked that he wanted to be the first head coach to retire with a perfect record.

Gutekunst shows the players and coaches that he is on their level and doesn't ask for special treatment, says offensive coordinator Beckish. Last July, Gutekunst and several coaches were boarding a small plane going to Grand Rapids, Michigan. The other coaches saw only one pilot and asked Gutekunst if there was going to be two. "John said, 'There's only going to be one,'" says Beckish. "I haven't won that many games yet to have two."

Even though Gutekunst doesn't demand the players' respect, he gets it. "Coach Holtz seemed to make us give him respect, kind of as a regimented thing," says senior Anthony Burke. "We give Coach Gutekunst our respect because we want to." Adds safety Small, "He makes it known he's been in your shoes before."

Respecting and identifying with the players is one reason Gutekunst is popular with them. Another is that he encourages players to be open about their ideas and problems, both in team meetings and in private conferences. After discussing problems with Gutekunst, "I play with less stress on my mind," Small says.

Gutekunst relates to the changes that take place during college years because he experienced them himself. Studying religion in college "changed some of my beliefs," he says. "There were guys teaching courses who were trying to convince me that God doesn't exist." For the first time in his life, he began questioning his beliefs. In Sellersville, everyone had the same beliefs. "This was the way you grew up, and this was the way it was," he says. What did he learn in college? "There are more ways to skin a cat. Everything is not black and white. That experience probably has a lot to do with my patience with youth."

Gutekunst seems to have a good handle on youth, coaching, and life. But he is neither perfect nor ready to be canonized a saint. "He doesn't have a halo on his head or anything like that," Henry Gutekunst says. He has a few character flaws and a few dark spots in his past.

There was the time, for instance, that he whacked Druckenmiller with a bat. "He hit me in the leg one day," Druckenmiller says. "And I said, 'You can either go home or go sit by your dad at the swimming pool.' And that was it—no trouble after that. He was only a ten-year-old."

Gutekunst also hates to lose, and sometimes he doesn't know when to quit. "You play gin rummy with him and he won't let you quit until he wins," says Diane

Gutekunst. Robison remembers a high school basketball game when half of Gutekunst's front tooth was knocked out. He stuck a wad of chewing gum where the other half of the tooth had been. "It took more than that to not finish a game," says Robison. "Games were the most important thing back then."

Gutekunst is also known to lose his cool "once in a while," says offensive coordinator Beckish. "We all do. It's out of frustration." And he often has a hard time waiting for things. When Diane was 55 minutes late for their wedding because of a snowstorm that had created treacherous driving conditions in the steep mountains of North Carolina, he told Diane, "that I was 55 minutes late, and I had five more minutes left," says Diane.

But Gutekunst never lets impatience or anger interfere with his teaching style. He never disciplines or embarrasses a player in front of the team, says Beckish. "If there's something wrong, he'll pull a player aside and talk to him one on one."

Respect is something Gutekunst has always given to his players and everyone else he's known since childhood. "He's always treated me with the greatest courtesy," Druckenmiller says. Says Diane, "If you had to sum it up, John just likes people."

When asked what his number-one priority is in life, Gutekunst says, "Friends." If it seems surprising that he doesn't say family, it's because friends and family mean about the same thing to him.

"He never really forgot the friends he had here [in Pennsylvania]," says Robison.

And they have not forgotten him, either. "They all remember him; they inquire about him," says Dorothy Gutekunst. According to Diane, "a month doesn't go by that he doesn't talk to one of them. . . . I don't think he'll ever lose contact."

Gutekunst is making new friends in Minnesota. Coaches and players use words that portray him as a good friend as well as a good coach—adjectives such as *sociable*, *caring*, and *understanding*. "Out of all the coaches I've gone through, I've gotten to know him the best," says Gopher player Small.

Most likely, the Gopher football program will finally stabilize. "I'm not a mover," says Gutekunst, who has been at only three schools in nineteen years of coaching. "I don't have any ambitions except to do this job."

"They could have looked the country over and not done better than John Gutekunst," says USC's McGee. "His teams will play above their heads consistently."

David Hrbacek is Minnesota's sports intern.

Seeing Through The Sun

By Linda Hogan

A Thought

The tree is all alone.
Its fruit is swollen with rain.
Yes, it is haggard,
the branches are bent down
and the leaves have gone dark.
The rain has added still another burden
and the red birds are too heavy in it.
They sing from the branches
and yes it is kneeling even more
and the birds are eating the black cherries.
When they leave,
the branches rise up after them.

So you came to surprise me
while I was watching the lonely tree
and red birds. So you are here
putting a thought in my mind.
Let's kneel down
through all the worlds of the body
like lovers. I know
I am a tree and full of life
and I know you, you
are the flying one and will leave.
But can't we swallow the sweetness
and can't you sing in my arms
and sleep in the human light
of the sun and moon I have been
drinking alone.
Later we will rise up
and shake the sleep from our arms
and find we were not broken down
at all.

The Rainy Season

The women are walking to town
beneath black umbrellas
and the roofs are leaking.
Oh, let them be,
let the buckled wood give way this once
and the mildew rot the plaster,
the way it happens with age
when a single thought of loneliness
is enough to bring collapse.

See, here they come,
the witches are downstairs
undermining the foundations.
The skeletal clothes hanger
has unwound from its life at last,
hidden in a dark coat
thrown over its shoulders.
Nothing is concealed,
not silver moths
falling out the empty sleeves
or the old cat with shining fur
covering his bony spine,
that string of knots
for keeping track of this mouse
and that.

Even the mice have their days of woe.
In the field and in the world
there are unknown sorrows.
Every day collapses
despite the women
walking to town with black umbrellas
holding up the sky.



ILLUSTRATION BY SUSAN REES

Linda Hogan is a University associate professor of American studies/American Indian studies. She received the 1986 American Book Award for *Seeing Through the Sun*, a collection of her poetry. As recipient of the 1986 National Endowment of the Arts Award for fiction, she is working on a book of poems, a novel, and a collection of essays on human/animal relationships.

Austin:

A P O R T R A I T I N P A I N



MARY PETERSON



TEN MILES NORTH OF THE IOWA border and 85 miles west of the Mississippi River at the confluence of Dobbins Creek and Cedar River, Austin, Minnesota, is a beat from the heart of America.

The little green sign on Interstate 90 reads Population 26,210. Along with an odd high rise here and there, spires from some of the town's 31 churches dominate the skyline. The downtown business district has new streetlights, brick-cobbled sidewalks, and concrete flower planters filled with pansies. A public library, YMCA, new hockey arena, two high schools, community college, vocational school, hospital, clinics, two golf courses, more than a dozen city parks, two lakes, and three streams—it's all there in Austin, and more. The people on the streets—some of them, anyway—still smile at strangers and say hello.

On a Wednesday afternoon in May—beautifully clear and calm—the local VFW post donated a new American flag to the Social Security Administration. Someone had noticed a small tear in the old flag. Walt Gieske, bugler for the VFW color guard, played the national anthem while the flag was being raised. None of the employees of the Social Security Administration had to be coaxed into posing for the photographer from the *Austin Daily Herald*. They weren't embarrassed.

As in any city, however, everything in Austin is not sunshine, apple pie, and the American flag. For the past year, the people of Austin have been living under what is perhaps the darkest cloud ever to cross their horizon.

On August 17, 1985, Local P-9 of the United Food and Commercial Workers Union struck the Geo. A. Hormel & Company meat-packing plant in Austin. As they left the plant, some of the workers said to their supervisors, "See you next week." Some of them hoped for a quick settlement of the strike and had no idea of the horrors that would follow. They couldn't guess that they had embarked on a course of action that was destined to tear their community apart, to pit brother against brother and father against daughter, to blanket their community with a cloak of anger, fear, hatred, and paranoia.

During the following several weeks,

For more than a year, a battle of two rights has been waged in Austin, pitting brother against brother and father against daughter. Can the Minnesota town recover?

BY CHUCK BENDA

they didn't find themselves back on the job but in picket lines and food lines instead. When the plant reopened in January with a work force made up of former strikers and outside replacements, some of them found themselves on the national news, belly flopping on the hoods of cars carrying friends and relatives into the parking lot outside the Hormel plant, screaming obscenities through the windows of those cars and spitting at the people returning to work.

When the international union was granted trusteeship of Local P-9 in June of this year, it ended the strike—officially. In some of the strikers' hearts, it will never be over. For the people of Austin, it began a new struggle—the struggle to mend the awful wounds, to pick up the pieces and put them back together.

The trouble that ended in Austin began with trouble in the meat-packing industry in general. Wilson and Company filed bankruptcy in the spring of 1983. As part of the bankruptcy proceedings, they disavowed their labor contracts and cut wages to \$8.00 per hour. A strike there brought the wages up to \$8.25 per hour. Swift Independent Packing Company, John Morrell, Oscar Mayer, and Armour and Company all faced serious financial difficulty. When Armour was sold to Con-Agra, it closed the plant, then reopened a week later as a nonunion shop with wages of \$5.50 an hour. The labor contract at Hormel included a favored nations, or "me too," clause, which tied the wage rate at Hormel to wage rates at these other meat-packing plants.

In four separate arbitrations, the position of Hormel management was upheld, although the wage was adjusted upward from the initial \$8.25 per hour to \$8.75 per hour. (The base rate at Hormel before the cut had been \$10.69 per hour.)

The contract then in effect expired in August 1985. The leadership of P-9 called for a return to the previous wage scale, claiming that Hormel, which had continued to show healthy profits even before the wage cut, was guilty of corporate greed. Management at Hormel claimed they could have continued to pay the higher wages for a while but that in the long run they could not have been com-

petitive with the other companies, which were paying lower wages.

As with any controversy, you could easily line up a few dozen people on either side of the issue who are convinced that their side is right. But for many people in Austin, the matter of who is right and who is wrong is unimportant; what is important is the way that such a controversy affects the people, individually and as a community. And in that sense, the strike did nothing but harm.

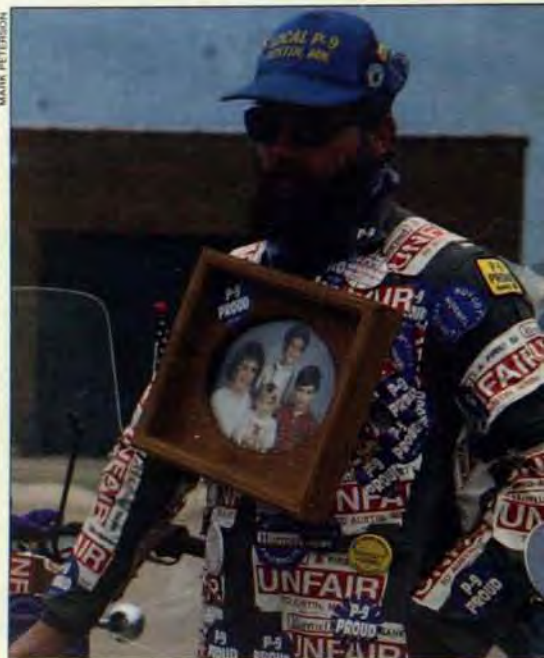
A clergy member in Austin described the strike in this way: "It's like there are two bull elephants at war, and the people of the community are like peanuts being trampled under their feet."

Chuck Nyberg is one of the bull elephants—or at least a part of one. As senior vice president and general counsel for Hormel, Nyberg has been involved in the issue from the start. Predictably, he believes that the company is right—that they gave the union every opportunity to make a good settlement; but he also sees the tragedy in which he has played a part.

Shortly after completing his education at the University of Minnesota Law School—receiving a B.S.L. in 1956 and a J.D. degree in 1959—Nyberg moved to Austin and went to work for Hormel. He has lived in Austin ever since and knows only too well the effect that the strike has had on his hometown. "We knew that closing down a \$100 million plant was going to have an adverse effect on this community," Nyberg says. "It foreclosed the market on local livestock producers. For the local merchants, it meant that 1,400 paychecks simply were not going to be there. That has a substantial effect on the community and its resources."

The financial impact on the community was tremendous. Some businesses closed. People lost their homes to foreclosure. But the emotional impact on the community was far greater.

Everyone in Austin was touched by the strike, whether they wanted to be or not. If you live in Austin, you either work for Hormel or have a brother, sister, daughter, friend, or neighbor who works for Hormel. Chances are good that you know several people who work for Hormel, some from both sides of the dispute.



"The people who are filled with hate, who know they will never get their jobs back, I doubt that they will ever heal. I just don't know what's going to happen to those people."

"Because Austin is only twenty-some thousand people," Nyberg says, "it's not like Minneapolis, St. Paul, or Detroit, where at the end of the day you can go melt into the city. When you go to the church or the store or a movie, you run into people who have different feelings about this strike. It's a painful thing."

When the plant reopened in January, the conflict reached a fever pitch. The picket line clashes, the violence and vandalism, made the front pages of newspapers. But behind the scenes, the personal



STEVE WOOT

"We have the absolute conviction that these wounds can be healed, and that maybe, just maybe, Austin can be a better place than it was before having gone through this trauma."

tragedies often went unnoticed.

In one family, two brothers had both worked in the plant. One decided to return, the other to stay on strike. One of the brothers swore he would never talk to the other again. When the national media picked up the story, it seemed to drive the two further apart and embittered the entire family.

Nyberg paid a stiff personal price during the strike. He was one of several highly visible individuals—people from both management and labor—who received death threats and hate mail.

"I've gotten phone calls where people refuse to identify themselves, and then they take you to task for the position you've taken. Some of the calls were very vitriolic," Nyberg says.

He has seen people cross the street so that they wouldn't have to walk by him. And the day after attending church, he's gotten hate mail from people asking how he could attend church, considering the unconscionable position he had taken.

Nyberg has taken extra security measures to protect his home, and all company officials are provided with additional security when driving around town. Just what these measures are, Nyberg won't say for fear of jeopardizing their effectiveness.

"It makes you uneasy," Nyberg says. "You do have to be prudent about protection and security. But you can't stop living. Some of the security people around here get upset with me because I drive around town without security, but I'm going to continue to do that."

The strike may be over, according to Nyberg, but "as far as feelings go, this whole process is going to continue for a long time."

Mary-Frances Jones is one of the peanuts under the bull elephants' feet. A minister in the Episcopal Church in Austin, Jones has seen the strike do its damage to friends and neighbors. She has felt the pain in her own life. "There is a sense of helplessness," she says. "It is like being trampled."

Jones, 55, received a bachelor's degree in organizational communications from the University of Minnesota in 1977, through the University Without Walls program. In May, after 34 years of working for the Social Security Administration, she retired as district manager of its Austin office. She has lived in Austin for the past thirteen years and is continuing her work as an Episcopal deacon. "When you asked for an interview," Jones says, "I thought, Oh, my God! Is someone going to hurt me because I dare to speak out?"

Jones's fears are based on experience. She has seen the attacks on friends and neighbors. She has read the stories in the newspapers. People on both sides of the issue find themselves targets for violence and vandalism.

Many of the people of Austin—the "innocent bystanders"—got caught in the middle. Earlier this year, Jones took a couple out to dinner. The husband was on strike, and Jones wanted to treat them to a nice meal at a restaurant—something they had pretty much forgone since the strike started. That same night, at 3:00 a.m., two men rang her doorbell twelve times. She saw them standing outside her house. She called the police, then rapped on the window several times. The men fled in their car, spinning their wheels as they raced off into the darkness.

"I was frightened," Jones recalls. "I stayed up for about 45 minutes before I decided that there was nothing I could do. It may have been someone trying to rob me. Who knows? But your paranoia gets going and you get frightened."

Fear and paranoia became almost as much of a problem as the violence and vandalism. They became a way of life, and people made changes to cope. Many of the people who returned to work began going to the plant early—sometimes several hours early—to avoid confrontations at the gate.

Jones seems particularly sensitive to the plight of the individuals caught up in the machinery of this strike. Perhaps it is

MARK PETERSON



earned a bachelor's degree in anthropology in 1974. After five years of playing professional football for the Baltimore Colts, Simonson returned to Austin, where his wife saw an advertisement for a civil service test for the Austin police force. Simonson took the test, got the job, and settled down in Austin. He likes it there, but he, too, has felt the effects of the strike.

"Everybody is involved in the strike in one way or another," Simonson says. "In our church, we've got people who don't talk to each other anymore. You can almost see the stress. You can feel it."

Simonson, who worked summers at Hormel when he was going to school, seemed reluctant to talk at any length about the strike. He says that the people of Austin are tired of the strike and of being the focus of so much media attention. "If you look around this town," Simonson says, "you'll see that the people take pride in this community. They take care of their homes. The plant brought that prosperity. People worked hard there, and they made a lot of money there. Now this thing is kind of a bone in our throat. The Hormel company has brought a lot of benefits to this town. We like it. People who have worked there have done a lot for this town. Some of them aren't working there anymore."

"It's a sad state of affairs. We need them both. We need the company, and we need the people who worked there."

James Flannery also tried to maintain a neutral posture during the strike. He was also reluctant to be interviewed. As president of Austin Community College, Flannery thought it was his duty to keep the turmoil out of the college as much as possible. "If we could make an impact on it, I'd say, 'Let's do whatever we can,' but this is beyond us," he says.

The college has seen little violence and vandalism, according to Flannery. He witnessed one instance in which a couple of students got into a heated exchange in the student center, but such instances are rare.

Flannery says that some of the change in the makeup of the student body might be attributable to the strike. There are more part-time students and a few ex-Hormel employees enrolled in courses at the college. But for the most part, the strike hasn't affected the college itself. Flannery's private life is another matter.

Although he has had no involvement with the strike, Flannery also received a death threat over the phone. One night when he came home, his answering machine had this message on it: "Hiya, Jim! I'm gonna blow your fucking house up. And your kids, too. This P-9 sucks."

"It just doesn't make any sense to me whatsoever," Flannery says. "I had identified myself on the tape, so he could have gotten my name that way. I have no idea

because her two jobs—as a minister and as an official of the Social Security Administration—allow her to help people in need. Or perhaps it is because she grew up on the Copper Range in upper Michigan, where labor problems were a way of life. "People are desperate," Jones says. "They can't make their payments. I had someone recently try to sell me his truck. He said, 'It's in good shape. I've replaced the motor. It has a little cut on the dashboard. . . . I don't know how that happened. But it's in excellent shape. I'll sell it to you for \$3,000.'"

"They're desperate. I have a friend who's a psychiatrist. Some months ago he told me that people started cutting down. They felt that maybe they didn't need psychiatric care anymore. A dentist reported the same thing to me.

"People feel, well, if it hurts in my gut, maybe I'll go to see a doctor. But my brain? Well, maybe my brain and my psyche and my being . . . maybe I can let that go."

Some other mental health professionals have reported an increase in patient numbers. And the clergy have found that many members of their churches, people

involved with the strike, have been seeking more counseling than usual.

"The peanuts who were being squashed by the two bull elephants will heal most quickly," Jones says, "because their wounds are more superficial. The people who are filled with hate, who know they will never get their jobs back, I doubt that they will ever heal. I just don't know what's going to happen to those people."

Sometimes you get caught up in the tide no matter how hard you try to keep your feet dry. Dave Simonson is a sergeant on the Austin city police force. From the beginning, the police department maintained a neutral position, but the people on strike didn't always see it that way. "Our role is to not get involved with either side, to remain neutral," Simonson says. Even in talking about it, Simonson is cautious, choosing his words carefully. "But if you take some action, it's not perceived as neutral. People have taken offense when we've had to do our job."

That notion seems to hurt Simonson. Born and raised in Austin, Simonson attended the University of Minnesota on an athletic scholarship. He played offensive tackle on the football team and



MARK PETERSON

whether it was accidental."

Flannery is also a lifelong resident of Austin, except for the years he spent at the University of Minnesota, earning bachelor's (1956) and master's (1961) degrees in business and distributive education. "Almost everyone in Austin has an association with Hormel," Flannery says. "I had a sister who worked in the plant. I worked in the plant and in the sales department, mostly part-time. And I had a daughter who worked in the plant for a time. This thing is tearing up the town. It's tearing up families. It's tearing up relationships. Some people are just saying, 'To hell with it. I'm going to get out of town. I can't live here any longer.'"

Flannery recounts many of the same tales of violence and vandalism that others speak of. He also speaks of the ever-present tension. "Sometimes it just hangs in the air. You could walk in and cut the stuff," he says. "It's depressing."

When asked what it would take to get the community back together, Flannery pauses for a long time before answering. "I'm a very optimistic person," he says. "I always have been. But this is one issue that I don't see ever being truly resolved. The lines have been so hardened.

"The last strike [at Hormel] happened more than 50 years ago, and people still talk about it. Do you think they're going to forget about this one? Never!

"It's going to have a very lasting effect on the community. Some of those wounds are never going to heal. I wish there was a way, but I don't see it."

With all the pain and hardship that the strike brought to Austin, many people find it difficult to understand why it couldn't have been settled sooner. Why didn't the two sides see the need to compromise and resolve their differences before they dragged each other up and down the streets of Austin?

Just as many people seem ready to offer quick answers. Some say that agitators, hoping to start a new union movement, kept the fires burning. Others say that corporate greed led Hormel to wield an iron fist.

No one likes to take a cut in pay, and when the members of P-9 were confronted with a loss of income, they naturally resisted. Hormel management, however, agreed to go to arbitration four different times, each time abiding by the arbitration; P-9 balked.

In an industry so troubled that many companies were folding and cutting wages drastically, Hormel initiated a relatively mild wage cut—a cut that still left them paying the highest wage in the industry. Most of those interviewed in this story who were not associated with Hormel, believed the company had continually bargained in good faith and attempted to reach a resolution, whereas the union leadership had not. The inability to reach

a compromise apparently stemmed largely from P-9's demands that no wage cuts whatsoever be made. Where does that rigidity come from?

"A friend of mine hates the company," clergy member Jones says, adding that it started out as hatred for the job he had to do. Working in a meat-packing plant is hard, often dirty, work. "I urged him year after year to leave. 'Find something you can be happy with.' He turned that hate around and put it on the company."

Some of the difficulty probably does result from Hormel's amount of unpleasant work. Others continued with the strike because the union had been good to them, and they could not cross the picket lines in good conscience.

Momentum may have played as much of a role in prolonging the strike as anything else. Once the ball of negativity, hatred, fear, and anger got rolling, it was hard to stop it. People got rolled up in it or run over. The union took a stand and wouldn't back down. The company made certain compromises but wouldn't go back to the old contract. When the feelings boiled over and violence and vandalism entered the picture, the lines became even more hardened and the strike gained a momentum that carried it for months. If the past is any indication, the ball will likely roll on for many years to come.

Now that the strike is over, media attention has faded. Somewhere, someone has breathed a sigh of relief. Outsiders may think that all is well in Austin. But those who live there must continue to live with the pain. Some will still cross the street to avoid having to meet someone from the other side of the issue. Some will never speak with their former friends again or with their brothers, daughters, wives, husbands. Others have left Austin, never to return.

But hope is alive in Austin, too. A group of concerned citizens erected a billboard with one simple message: Let's Get Together. Various conciliatory measures have been suggested, including a ceremony in which people from both sides would join hands around East Side Lake, a small lake in a park just a mile or so east of the Hormel plant.

"In a town like Austin, you have to make peace or live in turmoil," Nyberg says. "It would be easy to throw up your hands and say, 'Let's get out of here.'"

"But I think that most of us have a great deal of faith in the people of this community and the resilience of people generally. And we have the absolute conviction that these wounds can be healed, and that maybe, just maybe, Austin can be a better place than it was before having gone through this trauma."

Chuck Benda, former editor of Minnesota magazine, is a free-lance writer.

"Everybody is involved in the strike in one way or another. In our church, we've got people who don't talk to each other anymore. You can almost see the stress. You can feel it."

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From earning \$100 a week to raising \$300 million for the Minnesota Campaign, Curtis L. Carlson hasn't met a goal he hasn't reached

GOAL TO GOAL

Curtis L. Carlson was a senior at the University of Minnesota in 1937—a year when the Great Depression was still sending shock waves through the midwestern economy and most students hoped for a safe, secure, corporate job.

Nearly 50 years later, Carlson, head of Carlson Companies, a \$3 billion conglomerate, announced a \$25 million personal gift to the University, including funds for a chair in political science in honor of his wife, Arleen; a chair in entrepreneurial studies in the School of Management; and a chair in economics in the College of Liberal Arts. In addition, he agreed to captain the Minnesota Campaign, the financial cornerstone of the University's "Commitment to Focus," a program designed to make the University of Minnesota one of the top five public institutions of higher education in the United States.

The campaign's goal of \$300 million doesn't deter Carlson. The goal *will* be reached. Carlson learned to set goals almost five decades ago, and he's made all of them.

Carlson set his first business goal in 1938, when he vowed that he would earn \$100 a week. He wrote that goal on a slip of paper and tucked it inside his wallet. He studied that slip often in the early years and

By Carol Pine • Photograph by Judy Olausen



Carlson was out of the country at the time. Naegele called Carlson's personal secretary and told her to give him a very important message as soon as he called in.

"Tell Curt we can buy Memphis if we each put up \$2.1 million," Naegele said.

As it happened, Carlson's secretary was away from her desk when Carlson called in, and one of her assistants took the call.

"Anything important?" Carlson asked.

"Yes sir, there's a message from Mr. Naegele that says you should give him \$2.1 million," she said.

"What for?"

The secretary stared at the note.

"Um, it doesn't say what for, Mr. Carlson."

"Well, okay, give it to him."

Tycoon intuition. Curt Carlson has an almost perfect sense of what is possible, what pays off, who can deliver.

Corporate Report,
January 1982

considered his progress. Until he began making \$100 a week, the white flag in his billfold drove him on.

Admittedly, \$300 million is not \$100, but the same dynamic drives this man.

Carlson's personal gift to the University is remarkable for someone who, as a University undergraduate, delivered groceries, stacked cases of soda pop, hustled newspapers, and worked every job he could find to pay his \$45 annual tuition fee. Chairing the Minnesota Campaign is an equally impressive feat because, at 72, Carlson is still active in his privately held conglomerate that has grown from a modest single-product enterprise in the 1930s to an impressive array of hotels, resorts, restaurants, travel services, business incentive programs, and real estate.

"But understand," says Carlson, "that I got my start here, and I met my wife here. With no overstatement, I can say that the University of Minnesota changed my life. The size of my gift is a reflection of how I feel about 'Commitment to Focus.' It is so sound, so appropriate to the times, and [University President Kenneth H.] Keller has the ability and charisma to bring the dream to fruition. These are fortuitous circumstances: the right leadership and precisely the right idea. This is a rare moment in time."

Higher education was not an imperative in the Carlson family, but hard work and prairie pragmatism were. Carlson's father immigrated to the United States from Sweden with a third-grade education and went to work hosing the dusty streets of Minneapolis before paving put an end to the practice. Carlson's mother had an equally limited formal education. She made her living working as a maid in the home of a rural Wisconsin Methodist minister. But she had great expectations. Like many mothers of successful entrepreneurs, Carlson's mother was a strong and supportive force in his life. "You should be a lawyer," she often told her son.

Carlson pursued a degree at the University that combined business and law, but the Swedish maverick with, in his words, "the restless genes" was uncomfortable with torts, subpoenas, and tenure on the prestigious *Law Review*. Carlson wanted to be in business. And—as it turned out—he wanted to build a business his own way.

When he graduated from the University with a B.A. in economics in 1937, Carlson thought only of security; in his lifetime of calculated risk taking, it would be the last time.

"All I want," the then-22-year-old Carlson told his job-hungry classmates, "is the freedom that comes with a regular income." No commission sales jobs, no cash-poor start-up company, no uncertainty. Who could blame him?

More than anything else, Carlson

wanted stability in a depression-weary 1937, and Procter & Gamble made the best offer: \$85 a month selling soap to grocery stores in Minneapolis. Carlson already knew the territory, as he'd grown up there. He also knew the grocery business, because his father spent the better part of his life peddling goods to those same stores after he retired his watering hose. Selling came naturally to Carlson.

Beginning only days after graduation from the University, Carlson promoted Procter & Gamble soaps with evangelistic fervor. He soon collided with Procter & Gamble's arch-competitors and discovered that Procter & Gamble was no favorite among grocers and that its salespeople were urged to push hard.

Carlson's canny commander at Procter & Gamble urged him on: "If you don't get thrown out of at least one grocery store a week," C. W. Mussett growled, "you're not selling hard enough."

Mussett's gritty pragmatism appealed to Carlson, who was raised on long workdays and discipline. On his own, he learned that there was more than one way to make a sale, and that the successful peddler was the one who didn't give up too soon. And, at 23, Carlson sold more soap than any other Procter & Gamble salesperson in Minnesota, Iowa, Wisconsin, Montana, and the Dakotas. For all his precocious success at "aggressive exploitation," the rookie salesman won a dress watch and \$330.

That was nice, Carlson decided, but not nice enough. The young man with a mind for minutiae—especially financial minutiae—started figuring. His efforts were worth more than a dress watch and \$330. "It would have meant thousands, had I been working for myself," he scoffed. "Hundreds of thousands."

Carlson's dissatisfaction with a steady, secure income earned working for somebody else began the day he won the watch. That dissatisfaction made him start his own company just twelve months after he signed on with Procter & Gamble in 1937.

Carlson's pragmatism and tall expectations make him an ideal Minnesota Campaign chair. He has run this campaign in the same fashion that he has built his business. "Raising \$300 million for the University," says Dick Youngblood, *Minneapolis Star and Tribune* business columnist, "why, it's a foregone conclusion for Curt Carlson. I remember a recession in the 1970s when he defied common wisdom and more than doubled the University's fund-raising goal. Some people called it grandstanding, but Carlson meant it, and he made it."

Eighteen months into his first new business in 1938, Carlson paused to consider what would become a life of tall orders: "You can't play it safe," he told a

friend. "A person can't be too cautious and be an entrepreneur. You just have to jump in. If things don't turn out right, when you make them right by taking another run at it. Entrepreneurs dig holes and climb out."

Carlson is applying this philosophy to the Minnesota Campaign. Call it, as some may have suggested a few months ago, a \$300 million hole. This is the largest campaign in University history, and the second-largest three-year campaign for a public, postsecondary institution nationwide.

Carlson has also applied other business axioms to this campaign. He learned two of those axioms well before he enrolled at the University: leverage and replication.

"If you can get a dozen new customers to take the *Minneapolis Journal*, you can have the route," a local route manager challenged Carlson in 1924, when Carlson was ten years old. "I'm making the same offer to the current carrier." Armed with a list of prospects, Carlson made his pitch and quickly came back with a dozen new orders, while his competitors had none. That first paper route paid him \$15 a month. And he kept all his earnings. Many other children with jobs had to pay their room and board, but the children of Charles Carlson, wholesale food broker, could keep everything they made. The arrangement gave Curt Carlson the incentive to make more.

A second successful route gave rise to a third, and Carlson became the only *Journal* carrier with multiple routes. He drafted his brothers and sisters to work for him, and, although he was only the third-born of five children, Carlson orchestrated the entire operation.

He had learned that replication of one good idea and leveraging the efforts of others could lead to growth. If one paper route made \$15 a month, three could triple that amount.

In his goal to reach the Minnesota Campaign total of \$300 million, Carlson realizes that the campaign's success will depend heavily on leveraging the resources of many. "The University has 250,000 living alumni," Carlson points out, "and once a person gives to the University, that person's heart follows. From that point on, a person begins to focus on the University as a deserving recipient, along with the church and the United Way."

Carlson and his colleagues are out to tap those 250,000—many of whom mistakenly believe that the University is supported sufficiently by their tax dollars. "Before I was involved in University fund raising, I misinterpreted the equation, too. Only one-third of our support comes from the state," Carlson points out. "The second third comes from tuition, and the final third must come from grants and the

private sector. If we're going to make a good school an excellent school, we need alumni and community support more than ever. Anyone who has attended or graduated from the University might want to remember that someone else paid their two-thirds while they attended. If ever there was a time to ante up for quality, it's now."

Carlson was among those who saw leveraging possibilities in state government funding for the Minnesota Campaign. At a dinner party in Texas, a university chancellor told Carlson about how his institution had convinced the state to match every \$500,000 private gift earmarked for teaching chairs at his institution. Why wouldn't this apply in Minnesota? Carlson wondered.

After exploring the idea, Carlson and his colleagues at the University pursued Permanent University Fund (PUF) dollars vested in the state's budget: a full \$65 million available in matching grants.

Based on the availability of PUF dollars, the Minnesota Campaign will create more than 100 new teaching chairs where only seventeen existed before. Already more than 44 chairs have been funded.

Carlson remembers that while he was a student, two of the most gifted economics professors at the University accepted better offers from Harvard. "Now the University will be prepared to match or beat the offers that other competing universities present," he says. "If that had been the policy years ago, we wouldn't have lost either one."

"We're back to the basic principles of supply and demand that I learned in economics at the University," says Carlson. "When first-rate educators are in limited supply, demand will follow that supply. Ultimately, supply and demand will fuel each other. Top-flight faculty at the University will attract equivalent students—and top-flight students will attract the best faculty."

It is leverage and synergism at its best.

Carlson says that his University education gave him a solid start in business and life. And nearly five decades since he graduated, Carlson has returned to the University with valuable lessons of his own to teach.

"You know," Carlson told a biographer, "a fellow doesn't have to be the smartest man in the world to be a success. But he does have to have the guts to hang in there when things get tough. An entrepreneur has to have supreme confidence. I can't doubt myself. My objective is to remain 'unconfused.'"

"Obstacles," he said, "are those frightening things you see when you take your eye off the target."

Carol Pine is president of Pine and Mundale, a Twin Cities public relations firm.

Curtis L. Carlson is a one-man conglomerate. He is sole owner of Carlson Companies, which last year pulled in \$2.1 billion in revenues from its disparate parts, including Ardan catalog showrooms, Ask Mr. Foster Travel Service, the Radisson hotels, the Country Kitchen Restaurant chain, the TGI (Thank God It's) Friday's chain singles bars, and a business incentives operation. Still pulling in the money, too, is Carlson's Gold Bond Stamp Company, the foundation of his empire. With his wife, Arleen—who twirled batons to lure customers—Carlson started Gold Bond 45 years ago while moonlighting as a soap salesman.

Business Week,
June 13, 1983

TRAVEL PROGRAMS

Christmas In Scotland

December 22, 1986 - January 1, 1987

Approximately **\$2695** per person from Minneapolis-St. Paul based on double occupancy

This ten-day program travels first to Edinburgh, Scotland for four nights in the lovely George Hotel. Celebrate a traditional Scottish Christmas with caroling and included special holiday meals and events.

Then travel by first-class train to London for five nights in the elegant May Fair Hotel. You'll have time to explore, attend the theatre and participate in the legendary post-Christmas sales.

Included Features:

- Regularly scheduled air fare between Minneapolis-St. Paul and Edinburgh and return from London.
- Accommodations for four nights at the George Hotel in Edinburgh, Scotland.
- Accommodations for five nights at the May Fair Hotel in London, England.
- Many meals, including special holiday events in Edinburgh.
- Special cocktail parties in Edinburgh and London.
- First-class train travel from Edinburgh to London.
- Sightseeing tours of Edinburgh and London.
- Transfers and luggage handling in Scotland and England.
- Gohagan & Company travel director to assist you throughout the trip.

Sail the Lesser Antilles

Aboard Wind Star

January 17 to January 24, 1987

Trip price is **\$2250** per person based on double occupancy.

This is not just another Caribbean cruise. It's a sailing adventure through the Grenadines on a 440-foot-long, four-masted sailing vessel with sails that rise majestically some 185 feet above the sea; that combines, for the first time, state-of-the-art computerized technology with the romance of sailing at sea. The Wind Star will sail from

Martinique to St. Lucia, Bequia, Tobago Cays, Mayreau, Grenada, Palm Island and Mustique.

Be one of 75 couples to experience the luxurious amenities aboard this deluxe yacht.

Included Features:

- Special low cost add-on air fares from several U.S. cities.
- Seven-day/seven-night cruise aboard the sailing ship Wind Star.
- Cocktail party.
- All meals.
- All standard shipboard gratuities.
- Gohagan & Company travel director to assist you throughout the trip.

I am requesting _____ reservation(s) for _____ Sailing the Lesser Antilles. Enclosed is my check for \$ _____ as deposit (\$650 per person). Make check payable to **1987 Lesser Antilles**.

_____ Christmas in Scotland. Enclosed is my check for \$ _____ as deposit (\$500 per person). Make check payable to **1986 Christmas in Scotland**.

Send to: The Minnesota Alumni Association
100 Morrill Hall
100 Church Street, SE
Minneapolis, MN 55455

Please send me a detailed brochure for:
_____ Christmas in Scotland. _____ Lesser Antilles.



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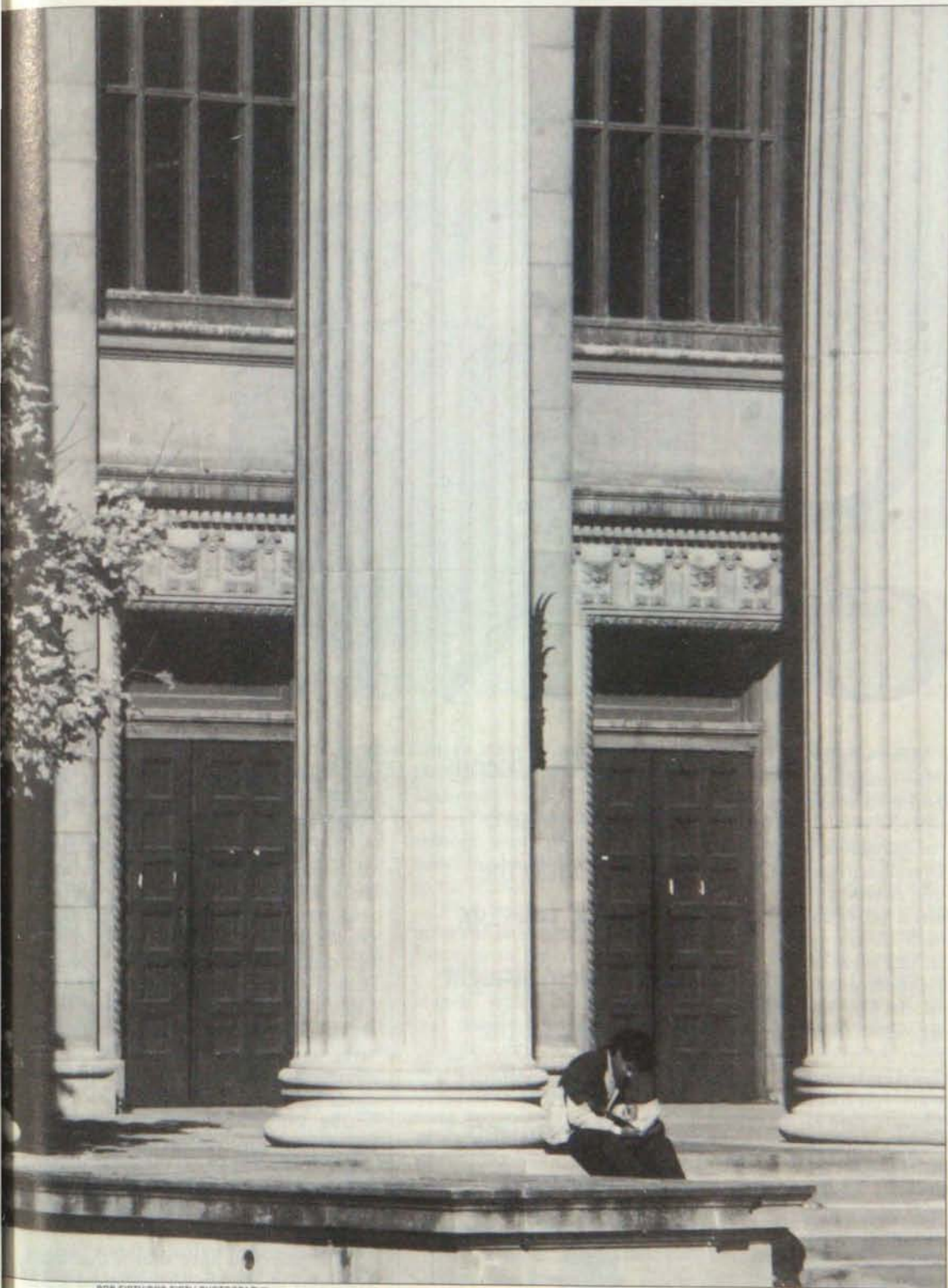
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University
of
Minnesota
Annual
Giving

1985-1986

BOB FIRTH/BOB FIRTH PHOTOGRAPHY

The University of Minnesota Foundation presents its annual report to investors, those people who have supported the University's annual-giving drive with their contributions. For another record-breaking year, the Foundation wishes to thank all those who gave so generously to the University.

THE GIFT THAT COUNTS

Giving takes many forms. Time, interest, services, resources, or cash—institutions across the country depend on such voluntary support for their existence.

Because the University of Minnesota is a huge institution and its overall activities can only be described in big numbers, it is sometimes hard to see how a gift of \$50 or even \$1,000 makes much difference. What does a small annual gift mean in comparison to the price of a supercomputer or the exotic medical devices and techniques necessary for an organ transplant?

The answer lies in your own experience at the University. Chances are you had a teacher who couldn't have been where he was, helping you learn, without a special opportunity made possible through private support from people like you. Maybe your history teacher was unlocking new techniques of analyzing what life was like in past eras, helping to explain why we are what we are today, and needed the price of admission to an academic conference where she could present her work. Maybe a teaching assistant in your engineering lab was able to show you some techniques of instrumentation with equipment purchased using discretionary funds raised through annual giving drives. Maybe you found the background infor-

A record 46,048 friends
and alumni gave
\$2,747,408 to the
University in 1985-86.
Their gifts went straight
to the heart of the
University—its colleges,
schools, departments,
and other units



By Mathews Hollinshead

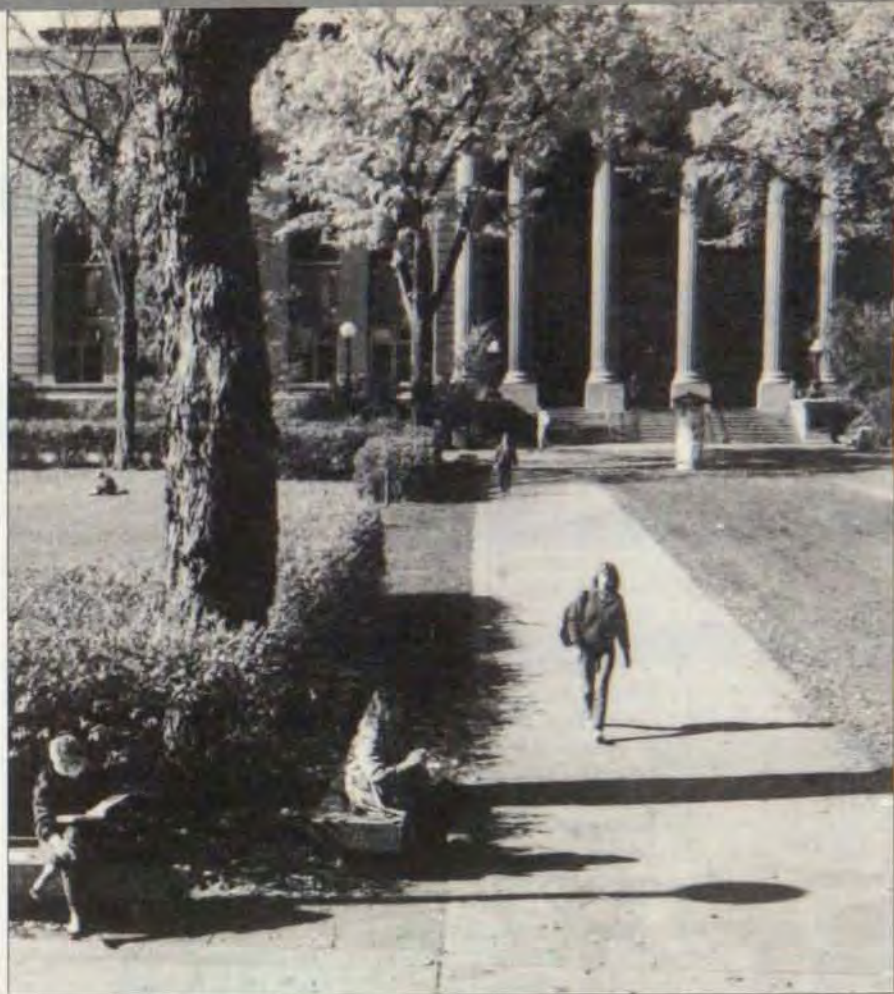
mation you needed in the library in reference works acquired through a special library fund financed with voluntary contributions.

Throughout the University system, on all its campuses and in all its departments, the teaching, research, and service available are the products of both public and private funding. These two kinds of funding cannot be separated. A university funded by taxes alone, without the enthusiasm of friends and alumni that private giving demonstrates, could not long survive. It would be cut off from its most informed constituents, isolated from their direct input and feedback.

The University is only partly bricks and mortar and teachers and students. It is also alumni like you, in every community in Minnesota and in many communities throughout the United States and overseas.

This year you have shown that again. Telethons of the University raised a new record total of \$1,280,165 from 34,521 donors for the University. A total of 84,904 alumni were contacted. Almost 12,000 donors made unsolicited contributions. The accompanying chart and table show this year's contributions measured against those of the past four years.

The University raises about 10 percent



BOB ELLIOTT/BOB ELLIOTT PHOTOGRAPHY

of its annual budget each year from private, voluntary sources, and for 1985 ranked ninth overall and second among public universities in total funds raised. University alumni gave a total of \$10.9 million to the University in 1985, of which more than 10 percent was in annual giving through telethons.

The direct beneficiaries of annual giving are the individual colleges and schools of the University to which the gifts are directed. A total of 49 University colleges, schools, and departments participated in annual giving telethons. Outstanding results came from smaller units participating for the first time.

"It's critical to the lifeblood of the program," says School of Architecture Director Harrison Fraker. "Because of past retrenchment, our budget for annual operating costs [supplies and equipment] is ridiculously low. Without annual giving, we can't run the quality program we want to run. It's not sexy, it's not fancy, but it provides essential ingredients to our program. Our exhibitions, our visiting design critics program, any faculty travel and research seed money we have depends on the annual giving program. We've gotten a great response; our giving has increased tenfold, from about \$3,000 to \$30,000."

The largest part of architecture's vol-

untary support resulted from direct contact by phone with alumni. As with many University units, a significant percentage of architecture alumni participated through their companies, which maintain matching grant programs for those giving to the school.

The School of Social Work also mounted an annual giving telethon for the first time in 1986.

"It helps keep us in touch with our alumni, which in this school is a matter that needs some nurturing," says David Hollister, director of the School of Social Work. "People have commented to me that it was good to hear the school was once again asking for contributions." Along with a reborn newsletter and other efforts, the annual giving drive is one of the key efforts the School of Social Work is making to develop closer relations with its alumni, according to Hollister.

At the other end of the spectrum, the College of Liberal Arts (CLA) accounts for the largest single segment of University alumni. CLA projects funded from annual gifts in 1985 include microcomputers for archaeological research in Peru, studio arts equipment, scholarship support, ethical leadership conferences, computer instruction (microlab in political science), faculty and student travel expenses on an

Indian archaeological dig in the Minnesota Valley, a history and society faculty development workshop, and surveying equipment for the Center for Ancient Studies.

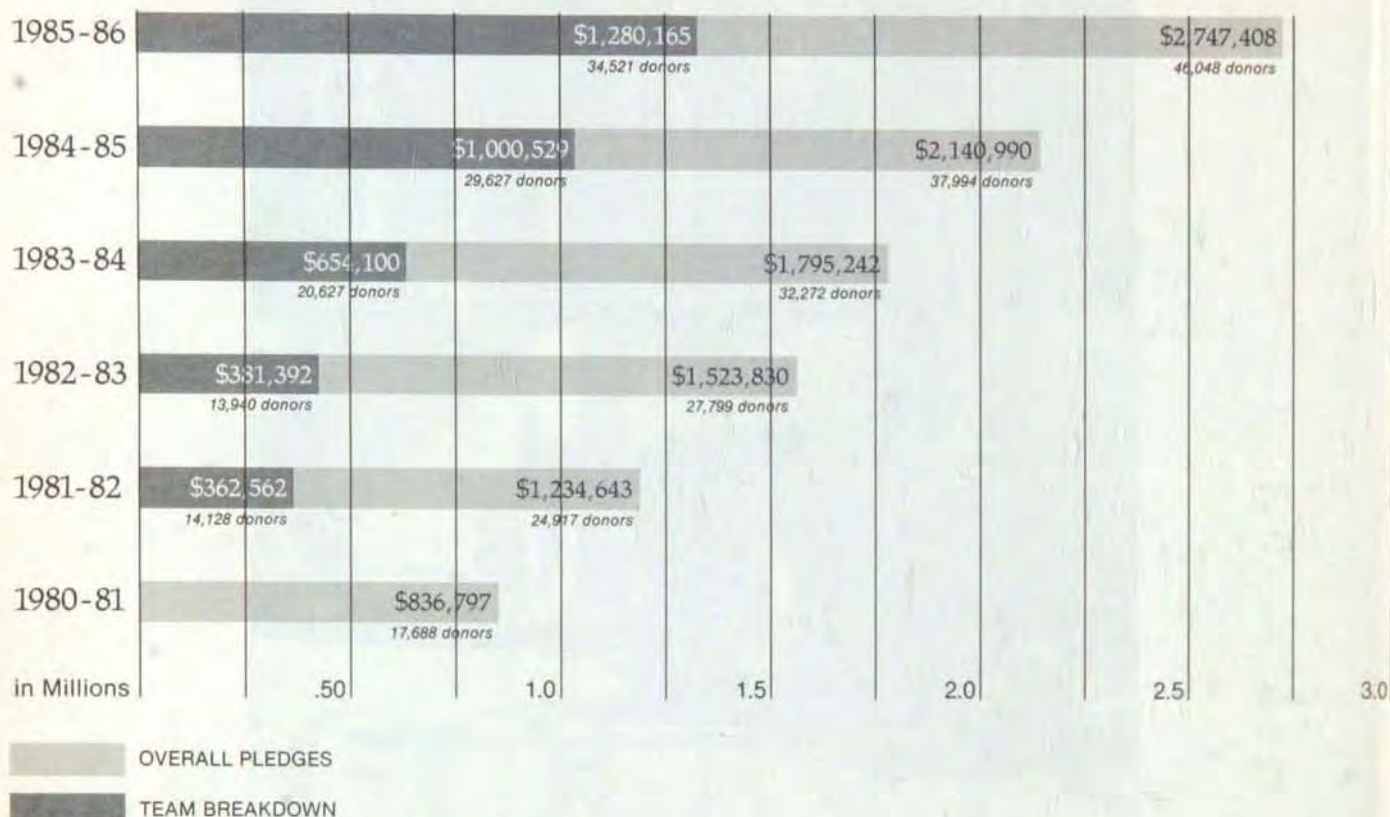
In 1987 and 1988, as part of the Minnesota Campaign, all 218,000 of the University's alumni will be contacted.

"We appreciate the support of those who give every year to the University," says Law School alumnus Russell Bennett, president of the University of Minnesota Foundation and executive chair of the Minnesota Campaign. "Our goal for the three years of the Minnesota Campaign is to raise \$15 million from a broad appeal to the total alumni body. With almost \$3 million contributed now per year, that's a very realistic goal. The interest and generosity of alumni is a vital part of the University. The University, in turn, affects everything that happens in Minnesota, so alumni contributions, especially in these years, will have a huge impact."

University alumni have shown the meaning of their support in the last year. It is a proud record.

Mathews Hollinshead is associate director of alumni/development communications and editor of the University of Minnesota Foundation's Quarterly Report.

ANNUAL GIVING



COLLEGES, SCHOOLS, AND PROGRAMS RECEIVING ANNUAL GIVING DONATIONS AND SERVICES IN 1985-86

Department of Accounting, School of Management
 College of Agriculture
 University Landscape Arboretum
 School of Architecture, Institute of Technology
 University Art Museum
 University Bands
 Bell Museum
 Patty Berg Fund for Women's Intercollegiate Athletics
 College of Biological Sciences
 Continuing Education and Extension
 University of Minnesota Technical College, Crookston
 Dental Hygiene Program, School of Dentistry
 School of Dentistry
 University of Minnesota, Duluth
 University of Minnesota, Duluth, North Star Fund
 College of Education

College of Forestry
 4-H Foundation
 General College
 Goldstein Gallery
 College of Home Economics
 Hubert H. Humphrey Institute of Public Affairs
 Immigration History Research Center
 Department of Industrial Relations, School of Management
 School of Journalism and Mass Communication, College of Liberal Arts
 Law School
 College of Liberal Arts
 MacPhail Center for the Performing Arts
 School of Management
 Medical Technology Program, Medical School
 Minnesota Fund
 Minnesota Medical Foundation
 University of Minnesota, Morris

Mortuary Science
 School of Music, College of Liberal Arts
 School of Nursing
 Occupational Therapy Program, Medical School
 College of Pharmacy
 Physical Therapy Program, Medical School
 President's Fund for Excellence
 School of Public Health
 School of Social Work, College of Home Economics
 Institute of Technology
 University College
 University Hospital
 University Theatre, College of Liberal Arts
 College of Veterinary Medicine
 University of Minnesota Technical College, Waseca
 Williams Fund for Men's Intercollegiate Athletics

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 Patricia Aafedt
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 Steven C. Aanenson
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American Medical Systems
American Newspaper Publishers Association Foundation
American Parkinson Disease Association
American Production & Inventory Control Society
American Red Cross
American Rock Garden Society
American Royal Association, Inc.
American Soc Laboratory Animal Practitioners
American Society for Quality Control
American Society of Agricultural Engineers
American Standard, Inc.
A. T. & T. Information Systems
American Thyroid Association
American Veterinary Medical Association
Ameritech Publishing
Amoco Foundation, Inc.
Anaquest
Ancient & Accepted Scottish Rite
Andersen Corp.
Elmer & Eleanor Andersen Foundation
Anderson Cadillac
Anderson Custom Processing, Inc.
E. L. & E. J. Andersen Foundation Agency
Bernice M. Anderson Fund
Anderson Linoleum Tile and Carpet, Inc.
Anderson Motors, Inc.
Anderson Trucking Service
Andersons Wheelchair & Therapeutic Supply, Inc.
Andreas Foundation
Anesthesia Services P. A.
A. N. K. Agency
Ankeny Family Fund
Annie E. Casey Foundation
Anoka Champlin
Superamerica, Inc.
Anoka Health & Life Service
Apache Corp.

- Apco Mechanical
 Apollo Computer, Inc.
 Apollo Liquors, Inc.
 Applebaum Companies, Inc.
 Appliance Repair
 Archer Daniels Midland
 Foundation
 Architectural Alliance, Inc.
 Arco Coffee Company
 Arco Seed Company
 Arden Fasteners, Inc.
 Argosy Electronics
 Arkay Construction Company
 Armco Foundation
 Arnolds Supply & Kleenit
 Company
 Arrowhead Blacktop
 Company
 Arrowhead Printing Company
 Arrowhead Refrigeration, Inc.
 Arrowhead Turf Association
 Arrowhead Veterinary
 Medical Association
 Art Goebel Ford
 Arthritis Foundation of
 Minnesota
 Arthur Andersen & Company,
 Foundation
 Arthur Andersen & Company
 Arthur Pontiac, Inc.
 Artograph, Inc.
 Ashland Oil Foundation, Inc.
 Assemblers Automated, Inc.
 Associated Lumber Marts
 Association of Graduates
 Usma
 Assumption School
 Atkins Mechanical
 Atlantic Richfield Foundation
 Atlantic Richfield Foundation
 Atwater State Bank
 Atwood Larson Company
 Auto Electric Service
 Company
 Autographics
 Autstin Company Scholarship
 Fund
 Auxiliary To the Minnesota
 Vet Medical Association
 Ayerst Laboratories
 B. & D. Sales Company
 B. & S. Tree Company
 B. B. D. O.
 B. H. K. & R., Inc.
 Charles Babbage Foundation
 Babcock Locher Neilson &
 Mannella
 Babcock Swine, Inc.
 Bachmans, Inc.
 Bahls Motor & Implement,
 Inc.
 Bailey Nurseries, Inc.
 Baker Foundation
 Baker Plaza Investors
 Ball Corp.
 Bandag, Inc.
 James Bangert Associates, Inc.
 Bank of Maple Plain
 Bank of New Zealand
 Bankers Life Company
 Bankers Trust New York
 Baptist Foundation of Texas
 Barber Electric Supply, Inc.
 Barbers
 Bardwell Foundation
 Barnesville Care Center, Inc.
 Barr Engineering Company
 Barrett Moving & Storage
 Company
 Barry Wright Corp.
 Barton Sand & Gravel
 Basf Wyandotte Corp.
 Bashaw United Fund
 Basic Industries
 Bauer Dental Studio, Inc.
 C. Baumgarten & Sons, Inc.
 Bayly Martin & Fay of
 Minnesota, Inc.
 Bayvet Division
 Bear Stearns & Company
 Beatrice Company, Inc.
 Beaver Township United
 Fund
 Bedding Plant Foundation,
 Inc.
 Bechtel Foundation
 Beecham Laboratories
 Beefeater Foundation
 Beim Foundation
 Bell and Howell Foundation
 Bell Foundation
 Beltrami County
 M. S. Belzer Foundation
 Bemis Company, Inc.
 Benchmark Computer
 Systems, Inc.
 Beneficial Foundation, Inc.
 Alvin E. Benike, Inc.
 Bennett Ringrose Wolsfeld
 Jarvis Gardner, Inc.
 Benson Investments, Inc.
 Benson-Orth Associates, Inc.
 Benton County Leaders
 Council
 Benton Town Community
 Chest
 Berens & Associates, P. C.
 Berger Transfer & Storage
 Berlex Laboratories, Inc.
 Bermans
 Best & Flanagan
 Beverly Enterprises
 The Big Game Club
 Bio Metric Systems, Inc.
 Bio Techniques Laboratories,
 Inc.
 Biotechnica International,
 Inc.
 Biwabik Area Civic
 Association
 Bjorlin Sanitary Service
 Blandin Foundation
 Blandin Paper Company
 Blandin Wood Products
 Company
 Blekre Company
 Blethen, Gage, Krause,
 Blethen
 Blomfield-Swanson, Inc.
 Bloom Companies
 Bloomington School District
 13
 Bloomington Speedy Car
 Wash
 Blue Cross & Blue Shield of
 Minnesota
 Harry Blumenthal and Sons,
 Inc.
 Boat & Motor Mart
 Bob Gore Foundation, Inc.
 Bob Lewis Olds Mazda
 Boehringer Ingelheim Animal
 Health, Inc.
 Boehringer Ingelheim
 Pharmaceutical
 Boeing Company
 Boise Cascade Corp.
 Bokers, Inc.
 Bonestroo Rosene Anderlik &
 Associates
 Bor-Son Construction, Inc.
 Borg-Warner Foundation, Inc.
 Borglund & Associates
 Boss Foundation
 Lake Aire Bottle Shoppe
 Boys Clubs of America
 Bozell & Jacobs, Inc.
 Bradseth Group
 Braintree Laboratories, Inc.
 John Brandt Memorial
 Foundation
 Braun Engineering Testing,
 Inc.
 Braun's Fashions
 Brede, Inc.
 Otto Bremer Foundation
 Briggs & Morgan
 British Columbia Forest
 Products Limited
 Bristol Laboratories
 Bristol Myers Laboratories
 Lynn A. Broadwater Insurance
 Agency, Inc.
 Brock-White Company
 Tom Brogan Heating & Air
 Conditioning, Inc.
 Brown Andrew Et. Al.
 Brown Printing Company
 Browning Ferris Industries of
 Minnesota, Inc.
 Brum & Anderson Public
 Relations
 Bucyrus Erie Foundation
 Buerke Better Brands
 Buffalo Lake Community Fund
 Buffalo National Bank
 Builders Exchange of St. Paul
 Builders Wholesale, Inc.
 Bunge Corp.
 Burlington Northern
 Foundation
 Burroughs Corp.
 Burroughs Welcome
 Company
 Busch Agricultural Resources
 Bush Foundation
 Business Furniture, Inc.
 Bussa Clothing Company
 Patrick & Aimee Butler Family
 Foundation
 Butler Manufacturing
 Company Foundation
 Byron Riding & Driving Club
 C. & G. Claims Service
 C. F. Lake & Company, Inc.
 C. I. L. Corp. of America
 C. I. Research Associates
 C. P. C. U. Harry J. Loman
 Foundation
 C. R. S. Company
 Cabot Corp. Foundation, Inc.
 Cahill Jeffries & Mering
 Caldwell Packing Company
 Cambridge United Way, Inc.
 Campbell Mithun, Inc.
 Campbells Soups
 Camshaft Machine Company
 Canby Community Chest
 Canterbury Downs
 Cantonese House
 Capsule Environmental
 Engineering
 Cardiac Pacemakers, Inc.
 Cargill Family Fund
 Cargill Foundation
 Cargill, Inc.
 Cargill Nutrena Feed Division
 Carl & Verna Schmidt
 Foundation
 Curtis L. Carlson Foundation
 Carnegie Corporation of New
 York
 Carrick Foundation
 Carrier Corp. Foundation
 Carson Herron & Associates
 Cartier Agency, Inc.
 J. Carver Agency
 Carver County State Bank
 Carver Foundation
 Casa De Roma
 Cassius E. Gates Fund
 Cedar Springs General Baptist
 Church, Inc.
 Cel Pril Industries, Inc.
 Celanese Corp.
 Cenex
 Cenex Foundation
 Center Creek Community
 Chest
 Center Lanes & Lounge
 Central Container
 Central Life Assurance
 Company
 Central Livestock Foundation
 Central Mille Lacs Area United
 Way
 Century Genetics
 Century Manufacturing
 Company

- Certain Teed Corp.
 Certified Auto Body, Inc.
 Cetus Corp.
 Chadwick Foundation
 Chalet Lounge
 Champion International Corp.
 Champion Intl Foundation
 Chandler Wilbert Vault
 Company
 Charlie's Ok Hardware, Inc.
 Chase Manhattan Bank
 Chatfield Township Fund
 Chevrolet Motor Division
 Chevron U. S. A., Inc.
 Chevron U. S. A., Inc.
 Chi Chi' S.
 University of Chicago
 Childrens Cancer Research
 Fund of Cambridge
 Childrens Kidney Disease
 Society
 Chinese Lantern
 Chipman Chemicals
 Ella S. Christensen Retirement
 Fund
 Christie Lithograph &
 Printing
 Chrysler Corp. Fund
 Chucks Foods
 Church & Dwight Company,
 Inc.
 Ciba Geigy Corp.
 Cigna
 University of Cincinnati
 Citicorp-Citibank
 Cities Service Oil & Gas Corp.
 Citizens Scholarship
 Foundation
 Citizens State Bank
 City of Silver Bay
 Clements Chevrolet Cadillac
 Company
 Cleveland Cliffs Foundation
 Clinical Research &
 Development Services
 Corp.
 Cloquet Company Op Credit
 Union
 Cloquet Connection
 Coca-Cola Bottling
 Coca-Cola Bottling Midwest,
 Inc.
 Coffman Nehring &
 Christopherson
 Christopher Colby Architects
 Colder Products Company
 Colgate Hoyt Laboratories
 College of Economics Alumni
 Society
 College of St. Catherine
 Colonial Lanes
 Colorhouse, Inc.
 Columbia Clothing Company
 Columbus Mutual Life
 Insurance Company
 Combe Incorporated
 Combined Federal Campaign
 of the Twin Cities
- Comelex Corp.
 Commercial Electric
 Commers Enterprises
 Community Funeral Service,
 Inc.
 Como Tire & Battery
 Company
 Richard Compant & Sons
 Computer Concepts &
 Services, Inc.
 Computer Options, Inc.
 Con-Fed, Inc.
 Concept Machine Tool Sales,
 Inc.
 Conference of Public Health
 Veterinarians
 Congoleum Corp.
 Connecticut Mutual Life
 Conoco, Inc.
 Consolidated Container
 Consolidated Papers
 Foundation
 Construction Collaborative,
 Inc.
 Construction Midwest, Inc.
 Contact Beverages, Inc.
 Continental Bank Foundation
 Continental Telephone of
 Minnesota
 Control Data Corp.
 Cooper Industries Foundation
 Cooperative Power
 Association
 Coopers & Lybrand
 Foundation
 Corchran, Inc.
 Cornell University
 Corning Glass Works
 Foundation
 Corp. Communications
 Department
 Country Lanes North
 Countryside Motors, Inc.
 Cowles Media Company
 Cray Research Foundation
 Credito Commerciale
 Crepeau Company
 Crocus Valley Development
 Company
 Crookston Coca-Cola Bottling
 Company
 Crookston Farmers Coop
 Elevator
 Crookston Kiwanis
 Crookston Rotary Club
 Cross Nurseries, Inc.
 Crosstown State Bank
 Crow Wing County
 John H. Crowther, Inc.
 Crystal Foods, Inc.
 Crystal Midas Muffler
 Cub Foods
 Cub Pack No 446
 Cunningham & Walsh, Inc.
 Curt Jacobson, Inc.
 Curtis Oil Company
 Custom Drywall, Inc.
- Custom Truck Body &
 Equipment Company
 Cutler-Magner Company
 Cys Mens Wear
 Cystic Fibrosis Foundation
 D. C. I., Inc.
 D. R. S.
 D. V. M. Supply, Inc.
 Dain Bosworth
 Dairy Poultry Market Services,
 Inc.
 Dakota County Abstract
 Company
 Dakota Electric Association
 John A. Dalsin & Son, Inc.
 Dalton Gear Company
 Damberg & Peck Architects,
 Inc.
 Danny Thompson Memorial
 Golf Tourney
 Dart & Kraft Foundation
 Dart Records, Inc.
 Dassel Community Chest, Inc.
 Data Card Corp.
 Data Sciences, Inc.
 Dataserv
 Daugherty Hardware
 Company
 David R. Fesler Fund
 Edwin W. & Catherine M.
 Davis Foundation
 Davron Division of
 Minnetonka, Inc.
 Dawson Construction 100-A
 Dayton Hudson Department
 Store Company
 Dayton Hudson Foundation
 Dean Witter Reynolds
 Degussa Corp.
 De Kalb Ag Research
 Foundation
 Dekalb Foundation
 Dekalb Poultry Research
 Deli Mart
 Dellwood Foundation, Inc.
 Deloitte Haskins & Sells
 Foundation
 Delta Enterprises
 Deluxe Check Printers
 Foundation
 Dept. of the Army
 Detroit U. of M. Womens Club
 Devlin & Huberty
 Diabetes Research Benefit
 Dance
 Diamond Aire Kennel & Farm
 Diamond Hill Haislet &
 Wavrin
 Diamond Shamrock Corp.
 Dickel Johansson Wall Taylor
 Rust & Schmitz
 Digital Equipment Corp.
 Dingle Suk Wendland &
 Walters Limited
 Dirt Diggers Garden Club
 Disons Cleaners & Launderers
 Dispatch & Pioneer Press
- District Three Quarter Horse
 Association
 Divine Braufman Scherzer &
 Brody
 Dodge Veterinary Clinic
 Doherty Rumble & Butler
 Foundation
 Dollars for Scholars
 Dolphin Scholarship
 Foundation
 Domain, Inc.
 Donaldson Company
 Foundation
 R. R. Donnelley & Sons
 Company
 Dooleys, Inc.
 Dorsey & Whitney
 Foundation
 Douglas Foundation
 Dow Chemical Company
 Dow Corning Corp.
 Dow Jones & Company
 Dow Sat of Minnesota, Inc.
 Doyle Connor Construction
 Driscoll Foundation
 Drs Buck Remes & Remes
 Limited
 Duluth Assn-Children With
 Learning Disabilities
 Duluth Blue Line Auxiliary
 Duluth Blue Line Club
 Duluth Clinic Pharmacies
 Duluth Laundry, Inc.
 Duluth Paper and Specialties
 Duluth Quarterback Club
 Duluth Ready Mix, Inc.
 Duluth Steel Fabricators
 Duluth Superior Area
 Foundation
 Duluth Tire & Oil, Inc.
 Duluth Typewriter &
 Business Furniture
 Duluth Winnipeg & Pacific
 Railway Company
 Dunkley & Bennett
 Dunnell-Lake Fremont
 Community Chest
 E. I. Dupont De Nemours
 Company
 Dyco Foundation
 Dye Family Foundation
 Jaye F. & Betty F. Dyer Family
 Fund
 E. & A. Products Company
 E. D. M. Sales & Supplies, Inc.
 E. F. Hutton & Company, Inc.
 E. F. Johnson Company
 Foundation
 E. I. Dupont De Nemours &
 Company
 E. L. A. Company
 E. M. C. Corp.
 Ear Nose & Throat-Head &
 Neck Surgery
 East Otter Tail Telephone
 Company
 Easy Housing

- Eaton Corp.
 Paul Ecke Poinsettia Foundation
 Economics Laboratory, Inc.
 Ed Communications Scholarship Foundation
 Eddy Foundation
 Edelstein Family Trust Foundation
 Edgerton Community Chest
 Edgewater Motels, Inc.
 Edina Realty
 Edinburgh Golf Associates
 Edwards Sales Corp.
 Egan & Sons
 Eiler Company
 William Sawyer and Betty Eisenstadt Foundation
 Electric Wire Products Corp.
 Electricians & Associates, Inc.
 Electrochemical Society
 Electronics Education Foundation
 Eli Lilly & Company
 Ellerbe, Inc.
 Elm Creek Animal Hospital
 Arvid Elness Architects, Inc.
 Embassy of Italy
 Embassy Suites
 Emerson Electric Company
 Engineered Products
 Epsilon Sigma Alpha
 Equitable Life Assurance Society
 Erickson Erie Odland Fitzgerald and Reynolds
 Ernst & Whinney
 Esterbrooks & Associates
 Estes Industries
 Evans Scholars Foundation
 Eveleth Fee Office
 Eveleth I. G. A.
 Gerald A. Eveslage Insurance Agency, Inc.
 Ex-Cell-O. Corp.
 Excelo Bakery
 Exxon Corp.
 Exxon Education Foundation
 Exxon Research and Engineering Company
 F. B. I.
 F. I. Salter Company
 F. M. C. Corporation
 F. M. C. Corp., Northern Ordinance Division
 Factory Representatives, Inc.
 Faculty Womens Club
 Faegre & Benson Law Firm
 Fairchild Industries Foundation, Inc.
 Fairhaven Township Combined Charities
 Fallon McElligott Rice
 Family Health International
 Far-Vet Supply Company
 Farm Bureau Insurance Company
 Farm Credit Services
 Farm Equipment Association
 Farm-Oyl Company
 Farmers & Merchants State Bank
 Farmers Elevator Association of Minnesota
 Farmers Union Marketing & Processing Association
 Farmers Union-Rogers
 Farmhand Inc.
 Farmland Ind, Inc.
 Farrells Business Products, Inc.
 Roger Fazendin Realtors, Inc.
 Fearing Manufacturing Company, Inc.
 Federal Cartridge Corp.
 Federated Garden Clubs of Minnesota, Inc.
 Federated Insurance Foundation, Inc.
 Federation of Fly Fishers Resource Conserv
 Fernandez Studios, Inc.
 Ferndale Foundation, Inc.
 Field Foundation, Inc.
 Fieldcrest Fertilizer Plant
 Fifield Powers Photography
 Fingerhut Corp.
 First American Bank of Breckenridge
 First American Bank Warren
 First American Bank
 First American National Bank
 First Bank Cloquet
 First Bank-Duluth
 First Bank Minneapolis
 First Bank of Bemidji
 First Bank of St. Paul
 First Bank Rochester
 First Bank Southdale
 First Bank System, Inc.
 First Bank Waseca
 First Boston Foundation Trust
 First Brookdale Bank
 First Minnesota Savings Bank
 First National Bank Mahnomon
 First National Bank of Elbow Lake
 First National Bank of Milaca
 First National Bank St. Charles
 First National Bank of Shakopee
 First National Bank of Starbuck
 First National Bank Walker
 First National Bank of Waseca
 First National Insurance Agency
 First Security Title
 First State Bank of Fertile
 First Trust St. Paul
 Fischer Imaging Corp.
 S. S. Fisher Foundation, Inc.
 Fisher Nut Company
 Jack & Bessie Fiterman Foundation
 Fitzsimmons Trucking, Inc.
 Flaherty Equip Corp.
 Flatwater Fleet, Inc.
 Fleet Wholesale Supply Company, Inc.
 Floor To Ceiling Store
 Flour City Press Pack Company
 Flowers By Jerry
 Fluoroware, Inc.
 Food Engineering Corp.
 Ford Motor Company, Foundation
 Forest Wildlife Foundation
 Formac Corp.
 Frank B. Hall & Company of Minnesota, Inc.
 Frank Gannett Newspaper Carrier Scholarships
 Franklin Foods
 Fraternal Order of Eagles
 Fredrikson & Byron Foundation
 Freeborn Foods Company
 Freeport McMoran, Inc.
 Fresh Water Foundation
 Friendship Community Fund
 Fryberger, Buchanan, Smith & Frederick Pa
 H. B. Fuller Company
 Fullerton Foundation
 Fullerton Lumber Company
 Funari Advertising
 Furst Mc Ness Company
 G. E. M. Services
 G. N. B. Batteries Inc Automotive Battery Division
 G. R. Herberger' S., Inc.
 Gabberts Furniture & Design Studio
 Gabriel Foundation
 Galtek Corp.
 Gambro, Inc.
 Gandrud Foundation
 Gannett Newspaper Foundation
 Garden Club of Ramsey County
 Garst Seed Company
 Gasper Air Spray, Inc.
 Gateway Foods of Minnesota
 Gausman & Moore, Inc.
 Gazda Moving Company, Inc.
 M. A. Gedney Company
 Gelco Corp.
 Genentech, Inc.
 General Dynamics
 General Electric Company
 General Electric Foundation
 General Foods Fund, Inc.
 General Foods Manufacturing Corp.
 General Host Corp.
 General Mills Foundation
 General Mills, Inc.
 General Motors Corp.
 General Motors Foundation
 General Service Foundation
 George A. Hormel & Company
 George A. Hormel Foundation
 Gibson Dunn & Crutcher
 Gilbane Mortenson
 Gill Properties
 Gillespie Sporting Goods, Inc.
 Gillette Company
 Gislason Dosland Hunter & Malecki
 Glass Block Store
 Glaxo, Inc.
 C. E. Gobel Company, Inc.
 Goebel Fiture Company
 Goehringer Ingelheim Pharmaceutical
 Gold Country Investments
 Gold Cross Ambulance Service, Inc.
 U. of M. Gold Line Club
 Golden Valley Bank
 Goldfine Furniture
 Goldman Sachs & Company
 Good Thunder-Lyra United Fund
 Arthur & Constance Goodman Family Foundation
 Goodyear Tire & Rubber Company
 Gould Foundation
 Government of Canada
 Grable Marketing Company
 Graco Foundation
 Granby United Fund
 Grand Aerie Fraternal Order of Eagles
 Grand Rapids Performing Arts Council
 Grand Rapids State Bank
 Grandmason Photographic Studios, Inc.
 Grandmas G. I. Duluth
 Grannis, Campbell, Farrel, & Knutson, P.A.
 Alexander Grant & Company
 Grant Thornton Foundation
 Great Duluth Broadcasting Company, Inc.
 Great Lakes Chemical Corp.
 Great Northern Iron
 Great Plains Natural Gas Company
 Green Electric Systems, Inc.
 Green Tree Acceptance, Inc.
 Greenhaven Marketing Corp.
 Griffin Corporation
 M. L. Griggs & M. G. Burke Foundation
 Griggs Cooper & Company
 Grose Von Holt Sieben & Schmidt
 Grossman Founder Advisor Fund of Minneapolis Foundation

- Grossman Karlins Siegel & Brill
Group Health Plan
Group W. Cable, Inc.
Gujer Advertising Agency
Gustafson Family Foundation
Gustafson, Inc.
Guthrie-Hubner
H. & E. Financial Consultants, Inc.
H. B. Fuller Company
H. B. Mendoza, Inc.
H. J. M. Sportsmans Association
Jack Haines Company
Hair Designers
Hako Minuteman, Inc.
Elizabeth A. Hale Fund
Robert Half of Minnesota, Inc.
Hallett Companies
Halliburton Education Foundation, Inc.
Halpern & Druck
Hansen and Delap Dental Associates
Harvey Hansen Edina West, Inc.
Hanson Ace Hardware
Hansord Agency
Harbor City Oil Company, Inc.
Hardees West Number Three
Harmon Contract Glazing
Harmon Glass Company
Harmony Engineering Corp.
Harper Eaton Oswald Et. Al.
Harris Foundation
Harry Allenfall Incorporated
Hartford Fire Insurance Company
The Hartford Insurance Group
Harvest States Foundation
Harvey Machine Tool, Inc.
Harvey Solon
Hastings Coop Creamery
United Way of Hastings
Hatterscheidt Foundation
Haven Township Fund Drive
Hawkeye Chemical Company
Hawley Area United Fund
M. H. Haydak Research Fund
F. C. Hayer Company
Hayes Contractors, Inc.
Hayfield Golf Outing 1985
Healy and Associates
Heartland Components, Inc.
Heath Perkins Post 51
Hechinger Foundation
Hector Community Drive, Inc.
Hekla Club
Hemmer Insurance Agency
Henderson Township United Fund
Hennepin Co-Operative Seed
Hennepin Faculty Associates
Hennepin Stationers, Inc.
- Henning Community Fund
Hercules, Inc.
Herman Miller, Inc.
Hermantown Lumber Company
Hershey Foods Corp.
Hewitt Associates
Hewlett Packard
D. C. Hey Company, Inc.
Hiawatha Cocker Spaniel Club
Hiawatha Panel & Name Plate Company
Hicks Construction Company, Inc.
Pine River High School
Highland Electric, Inc.
Hilb Scholarship Comm
Hillcrest Animal Hospital
Hiller Stores, Inc.
Hilliard & Olander Limited
Hills Pet Products, Inc.
Hilltop Lions Club
Himec, Inc.
Hirman Insurors
Hitchcock Industries, Inc.
Hobart B. & G. Equipment Company, Inc.
Hobart Sales
Hoechst Roussel Agri Vet Company
Hoechst Roussel Pharmaceuticals, Inc.
Hoffman Care Center, Inc.
Hoffmann Electric Company
Hoffmann-La Roche Foundation
Hoffmann-La Roche, Inc.
The Hofmann Apiaries
Holden Farms
Holdens Foundation Seeds, Inc.
Holiday Inn
Holiday Plus
Holm Construction
Holst Vogel Erdmann & Vogel
Home Economists in Homemaking
Home Federal Savings Bank
Honeywell
Honeywell Foundation
Honeywell, Inc.
Horn Ophthalmology Clinic
Horticultural Research Inst., Inc.
Horton and Langevin
Horton Manufacturing Company, Inc.
Horty Elving & Associates, Inc.
Hospital Corp. of America
Houghton Mifflin Company
Housing Alliance, Inc.
Howe Chemical Company
Howe, Inc.
Hubbard Foundation
Laura & Walter Hudson Foundation
- Hughes Aircraft Company
Hubert H. Humphrey Foundation
Hunt Drug Store, Inc.
Hunt Electric Corp.
Hutchinson Technology, Inc.
E. F. Hutton & Company, Inc.
Hybritech, Inc.
Hyett Ramsland, Inc.
I. B. M. Corp.
I. C. A. Americas, Inc.
I. D. S. Financial Services, Inc.
I. O. L. A. B.
I. T. Alumni Society
I. T. T. Corp.
I. T. T. Life Insurance Corp.
Iams Company
Iceland Seafood Corp.
Icelandic Scholarship Fund
Ifon Corp.
University of Illinois Chicago
Imperial Counters, Inc.
Independent Diversified Insurance Associates
Independent Life Agency
Independent School Dist 535
Independent School District No 196
Independent School District 110
Independent School District 181
Independent School District 544
Independent School District 621
Industrial Diagnostic Radiologic
Industrial Welders & Machinists
Infectious Diseases Society of America, Inc.
Instant Web, Inc.
Instantwhip
Institute of Technology Alumni Society
Insty-Prints
Integrated Software Systems Corp.
Inter Regional Financial Group
Inter-Regional Financial Group Inc Foundation
Interlude Tours
International Association of Machinists & Aerospace Workers
International Chemtex Corp.
International Clinical Research
International Dairy Queen, Inc.
International Mineral & Chemical Corp.
International Multifood Charitable Foundation
International Order of Jobs Daughters
- Internorth Foundation
Interstate Seed Company
International Brotherhood of Electrical Workers
Iowa Limestone Company
Iris Society of Minnesota
Irrigators Association of Minnesota
Italian-American Club, Minneapolis
Friends of Italian Culture
Iversen Law Firm
Izaak Walton League of America
J. C. Penney Company, Inc.
J. Family Restaurant, Inc.
J. H. Foods, Inc.
J. I. Case
James Katz & J. Edwards Limited
J. L. Industries
J. M. C. One, Inc.
J. R. Jones Fixture Company
J. R. M., Inc.
Jack's Mobil Service Station
Jacobson Machine Works
Jamar Company
James F. Bell Foundation
Janesville Area Jaycee Women, Inc.
Janssen Pharmaceutical
Jay Mar Specialties, Inc.
The Jefferson Foundation
Jennifers Interiors, Inc.
Jesco Concrete & Masonry
Jewish War Veterans of USA
Jim Lupient Oldsmobile Company
Joe's Liquor, Inc.
John & Elizabeth Bates Cowles Foundation
John Deere Company
John Deere Foundation
J. R. Johnson Supply, Inc.
Johnson & Higgins Insurance, Inc.
Johnson & Johnson
Johnson Building Company
Johnson Mertz Appliance
Johnson Roth Burns Hanson Schanun & Company
Johnsons Carpet and Commercial Service Company
Johnsons Greenhaven, Inc.
Johnsons Wax Fund
Joint Civic Committee of Italian Americans
Jolly Fisher
Jonaco Machine, Inc.
Jordan Combined Charities
Jostens
Jostens Foundation
Joyce Foundation
Joyce Mertz-Gilmore Foundation, Inc.
JTP Computing Corp.

- Judd Ostermann Demro & Haugen Limited
 Judys Lake Place, Inc.
 Justus Lumber Company
 K. Best
 K. M. S. P. Television
 K. Mart Corp.
 K. T. T. C. Television, Inc.
 Kahler Corp.
 Kalass Agency, Inc.
 Kalcor Properties, Inc.
 Kanabec State Bank
 Kappa Delta, Inc.
 Karp Associates, Inc.
 Harry Kay Charitable Foundation
 Keck, Mahin & Cate
 Keller Development Company, Inc.
 Margaret H. & James E. Kelley Foundation, Inc.
 Kelm Foundation
 Keltgen Seed Company
 Kemin Industries, Inc.
 Kemper Group
 Kennedy Foundation
 Kenwood Standard
 Kenyon Arts Council
 Kenyon Township Combined Charities
 Kerley Agricultural Chemicals
 Kersten's, Inc.
 Kidder Nursery
 Kimball Prairie Comb Charity
 Kimberly Clark Foundation
 Kinder Home for Funerals
 Tom Kinsellas Courtesy Motors
 Kirby Company
 Kirschner Medical
 Kittson County A. D. A.
 Kitty Clinic
 Kleiman Realty
 Klein McCarthy & Company Limited
 Knight Ridder Newspaper, Inc.
 Knollwood Clinic Limited
 Knutson Construction Company
 Kodet Architectural Group Limited
 Kohler Foundation
 Kokesh Athletic & Golf Supplies
 Kolar Buick-Opel, Inc.
 Koppers Company Foundation
 Kraft Foundation
 Kraft Foods
 Kraft, Inc.
 Kraus-Anderson Construction
 Krelitz Industries, Inc.
 Kruse Company
 Anna Kuhl Scholarship Fund
 L. & H. Management Services, Inc.
- L. C. S. Coaches
 Laboratory Medicine & Pathology
 Ladies Auxiliary of the Showmen's League Of America
 Lafayette Village United Fund, Inc.
 Lake County
 Lake Crystal United Fund, Inc.
 Lake Hanska United Fund
 Lake Minnetonka Garden Club
 Lake Prairie United Way
 Lake Region Coop Electrical Association
 Lakehead Electric Company
 Lakehead Oil Company, Inc.
 Lakehead Printing & Sign Company
 Lakeland Engineering Equipment
 La Maur, Inc.
 Lancefield Society
 Land O. Lakes, Inc.
 Larson Allen Weishair Company
 Larson Law Office
 Lasley Gaughan Stich & Angell
 Last Chance, Inc.
 Laventhol & Horwath Law Offices
 Lawler Transfer
 Le Center Lioness Project Acct
 United Fund of Le Center
 League of Women Voters
 Leamon Mercantile Company
 Lear Siegler, Inc.
 Leber Katz Partners
 Lebovitz Fund
 Lee Nistler Rubbish Removal
 Lees Apron Manufacturing Company
 Le Mire Sales, Inc.
 Lenz Bus Service
 Leo Burnett Company, Inc.
 Leonard Street & Deinard
 Lesters of Minnesota, Inc.
 United Way of Le Sueur, Inc.
 Lew Jewett Chapter F. F. F.
 Lewer Auto Company
 Lewiston Combined Charities
 Libson Truck Sales, Inc.
 Lieberman Enterprises, Inc.
 Lieberman-Okinow Foundation
 Richard C. Lillehei Memorial Fund
 Eli Lilly & Company Foundation
 Eli Lilly & Company
 Richard Coyle Lilly Foundation
 Lilly Research Laboratories
 Lions Multiple District 5 M.
 Kenneth & Evelyn Lipper Foundation
- Lisbon Township One Fund
 Litchfield Community Drive
 Litman Kaufman Asche & Lupkin
 Little Six Bingo Palace
 Litton Microwave Cooking
 Livingstons Big Duluth
 Lloyd Currie & Sons
 Palestine Lodge #7
 Loiselles, Inc.
 Lombard Properties, Inc.
 London Realty, Inc.
 London Road Liquor Store
 Long Cadillac, Inc.
 Loon Cafe, Inc.
 Lorraine Chapter 16 O. E. S.
 Lovering Associates, Inc.
 Lubinski & Associates, Inc.
 Lubrizol Foundation
 Lucky Horseshoe Saddle Club
 Mark Lundgren Agency
 Lundgren Bros Construction, Inc.
 Lutheran Brotherhood
 Lyman Lumber Company
 Edith H. Lynum Trust
 M. & S. Drywall Supply
 M. G. C. S. A. Research Fund
 M. G. M. Liquor, Inc.
 3M Company
 3M Foundation
 M. M. McDonald Construction Company
 M. S. I. Insurance
 M. T. C., Inc.
 M. T. I. Distributing Company
 M. T. S. Systems Corp.
 MacDonald & Mack
 Machining Centers, Inc.
 Mackall Crouse & Moore
 Mackenzie Pottery
 Macs Rentals and Sales
 Madelia Community Chest
 Magla Products
 Maher Overchuck Langa and Lobb
 United Fund of Mahnomen County
 Main Hurdman Foundation
 Main Hurdman & Cranstoun
 Malt-O-Meal Company
 Manitou Fund
 Mankato Pet Hospital
 Manufactures Life Insurance Company
 Marathon Oil Foundation
 Mardag Foundation
 Marigold Foods, Inc.
 Marine Midland Bank, N. A.
 Marion Laboratories, Inc.
 Mark V. I. I
 Mark VII Distributors
 Marks Foundation, Inc.
 Marquette Bank & Trust Company
 Marquette National Bank At University
- Marsh & McLennan, Inc.
 Marshall Hardware
 Martin Chevrolet-Toyota-Chrysler
 Martin Marietta Corp.
 Marvin Lumber & Cedar Company
 Massuch Larson, Inc.
 Maternal Instincts, Inc.
 Mathiowetz Construction Company
 Mayo Foundation
 McKinnon Company, Inc.
 McDonald & Munger Law Offices
 Mcdonnell Douglas Foundation
 McGill Jensen, Inc.
 McGladrey Hendrickson & Pullen
 McGraw-Hill Book Company
 Mcgraw-Hill Foundation
 Mckesson Drug & Health Care Group
 McKesson Foundation
 Mckevitt Patrick Funeral Home, Inc.
 McNeil Pharmaceutical
 Mcvay Foundation
 Mead Corp. Foundation
 Medical Arts Pharmacy, Inc.
 Medical College of Wisconsin
 Medical Graphics Corp.
 Medical Research Council of Canada
 Medical Research Foundation of Oregon
 Medical Scanning Consultants
 Mediclinics Educational Fund
 Medico Life Insurance Company
 Medico Life Pro-Am Golf Tournament
 Medtronic Foundation
 Medtronic, Inc.
 Melchert Hubert Sjodin & Willemsen
 Edward Arthur Mellinger Educational Foundation
 Melrose Telephone Company
 Memorial Sloan-Kettering Cancer Center
 Mendota Heights Animal Hospital
 Menley and James
 Mens Garden Club of Mpls., Inc.
 William M. Mercer-Meindinger, Inc.
 Merck & Company, Inc.
 Merck Company Foundation
 Mercury Travel Bureau, Inc.
 Meredith Corp.
 Meriden Engineering
 Merieux Institute, Inc.
 Meir Supply Company
 Merrill Lynch

- Merrill Lynch Peirce Foundation
Merrill Lynch Realty
Meshbeshner Singer Spence Limited
Mesquite Medical Association Limited
Metro Acoustic-Clean, Inc.
Metropolitan Corp.
Metropolitan Pediatric Dental Associates
Metzger Building Material Company
Meyer Scherer & Rockcastle Limited
Jim Meyers Standard Service
Michaud Cooley Erickson & Associates
Michigan State University
Micro Dynamics Corp.
Mid State Manufacturing Corp.
Mid America Dairyman, Inc.
Midcon Labs, Inc.
Middlesex Mutual Assurance Company
Midway Lions Club Welfare Fund
Midway Turkeys, Inc.
Midwest Academy of Prosthodontics
Midwest Agri Commodities Company
Midwest Brick & Supply Company, Inc.
Midwest Business Systems, Inc.
Midwest Communications, Inc.
Midwest Federal
Midwest Regional Hosta Society
Midwest Sign & Screen Printing Supplies
Midwest Veterinary Supply
Miles Homes
Miles Laboratories, Inc.
Miles Pharmaceuticals
Miller and Schroeder Municipals, Inc.
Gladys & Rudolph Miller Foundation
Miller-Schroeder Financial, Inc.
Milwaukee Jewish Federation, Inc.
Miners, Inc.
Ministry of Finance-Ministry of Foreign Affairs
Minnegasco, Inc.
Minneapolis Aerie No 34
Minneapolis Audubon Society
Minneapolis District Dental Auxiliary
Minneapolis District Dental Society
Minneapolis Foundation
- Minneapolis Federation of Teachers Local 59
Minneapolis Medical Research Foundation, Inc.
Minneapolis Star & Tribune Foundation
Minneapolis Telco Credit Union
Minnegasco, Inc.
Minnesota Academy of General Dentistry
Minnesota Alumni Association
Minnesota Apple Growers Association
Minnesota Association of Cooperatives
Minnesota Association of Honor Societies
Minnesota Association of Meat Processors
Minnesota Bankers Association
Minnesota Beef Cattle Improvement Association
Minnesota Berry Growers Association
Minnesota Boxed Meats
Minnesota Cardiopulmonary Research Foundation
Minnesota Communication Corp.
Minnesota Concrete & Masonry Contractors
Minnesota Concrete Drain Tile Mfg Association, Inc.
Minnesota Council On Economic Education
Minnesota Dairy Goat Association, Inc.
Minnesota Dairy Herd Improvement
Minnesota Dental Association
Minnesota Dermatology Association
Minnesota Dermatology Associates
Minnesota English Setter Club
Minnesota Farm Bureau Federation
Minnesota Farm Managers & Appraisers, Inc.
Minnesota Foundation
Minnesota Food Processors Association
Minnesota Forestry Association
Minnesota 4-H Adult Volunteer Association
Minnesota Friends of 4-H
Minnesota Golf Association
Minnesota Guernsey Breeders Association
Minnesota Hampshire Sheep Association
Minnesota Humanities Commission
Minnesota Jersey Cattle Club
- Minnesota Landscape Arboretum Auxiliary
Minnesota Livestock Breeders Association
Minnesota Medical Association
Minnesota Medical Fund
Minnesota Medical Management, Inc.
Minnesota Motel Association, Inc.
Minnesota Music Teachers Association
Minnesota Mutual Life Insurance
Minnesota Neurological Clinic
Minnesota Newspaper Association
Minnesota Nissan Dealers Association
Minnesota Nurserymans Research Company
Minnesota Nurserymens Association, Inc.
Minnesota Park Supervisors Association
Minnesota Pathology Consultants
Minnesota Plant Food Association
Minnesota Pork Producers Association
Minnesota Poultry Industries
Minnesota Power Company
Minnesota Power Hockey Fans
Minnesota Red River Valley Development Association
Minnesota Regional Health Association Foundation
Minnesota River Valley Audubon Club
Minnesota Rose Society
Minnesota Rubber Company Foundation
Minnesota S. A. F.
Minnesota Section T. A. P. P. I
Minnesota Select Sires Coop
Minnesota 1752 Club
Minnesota Specialty Company, Inc.
Minnesota State Association
Minnesota State Bar Association
Minnesota State Horticultural Society of District 10
Minnesota State Rabbit Breeders Association
Minnesota Surveyors & Engineers Society
Minnesota Teamsters Joint Council 32
Minnesota Title Foundation
Minnesota Toro, Inc.
Minnesota Tree, Inc.
Minnesota Turkey Growers Association
- Minnesota Valley Veterinary Medical Association
Minnesota Veterinary Medical Association Aux
Minnesota Veterinary Medical Association
Minnesota Vikings Childrens Fund
Minnesota Vikings Football Club
Minnesota Wool Growers Association
Minnetonka Herb Society
Minnkota Power Cooperative, Inc.
Minstar, Inc.
Mitre Corp.
Mobil Oil Foundation, Inc.
Moca Auxiliary 71 Sandburrs P. T.
Modern Woodmen of America
Molecular Genetics, Inc.
Moline Company, Inc.
David L. Mona & Associates, Inc.
Monsanto Agricultural Products
Monsanto Company
Montevideo Area United Way
Montgomery Ward Foundation
Monticello United Way
Monumental Corp.
Morellis Disc Liquors and Specialty Market
Mark Morris Associates
Morrison & Foerster
Morrison County United Way
M. A. Mortenson Company
Mosler
Motorola Foundation
Charles Stewart Mott Foundation
Mount Royal Pharmacy, Inc.
Mount Royal University Standard
Mount Sinai Hospital
Mountain Lake Public School
Mower House, Inc.
Mt Lake Community Fund
Mt Royal Standard
J. B. Murphy & Association, Inc.
Jeremiah M. Murphy & Associates
Mutual of Omaha
My Bonnie Beauty Salon
The Myers Foundation, Inc.
N. Bud & Alene Grossman Foundation
N. C. R. Comten, Inc.
N. C. R. Foundation
N. S. P. Company
Nabisco Foundation
Naegele Outdoor Advertising Company

- Valco Chemical Company
 Lou Nanne Management Corp.
 Nasco North Central
 Nash Foundation
 National Ambucs
 National Association of Federal Veterinarians
 National Ataxia Foundation
 National Bank of Commerce
 National Business Services, Inc.
 Natl Car Rental Systems
 National City Bank Foundation
 National City Bank of Ridgedale
 National Council of Jewish Women
 National Crop Insurance Program
 National Dairy Herd Improvement Association
 National Fertilizer Solutions Association
 National 4-H Council
 National Geographic Society
 National Independent Brokers, Inc.
 National Life Insurance Company
 National Medical Enterprises, Inc.
 National Polymers, Inc.
 National Pork Producers Council
 Natl Society of Colonial Dames Of America-Minnesota
 National Tack North Corp.
 Natural Y. Surgical Specialties, Inc.
 Julius B. Nelson & Son
 Nelson Township United Fund
 New Avon United Fund
 New Brighton Sportsmens Club
 New England Mutual Life Insurance Company
 New Morning Windows
 New World Foundation
 New York Telephone
 Axel Newman Heating & Plumbing
 News Tribune and Herald
 Newvector Communications, Inc.
 Nicholas B. Ottaway Foundation, Inc.
 Nicholas Turkey Breeding Farms
 Nicollet Appliance Center
 Nicollet County 4-H Federation
 Nilva & Frisch P. A.
 Samuel Roberts Noble Foundation, Inc.
- Nor Am Chemical Company
 Norcostco, Inc.
 Norden
 Nordmanns Forbundet
 Normco Auctioneering
 Norris Creameries, Inc.
 Norske Torske Klubben, Inc.
 North Atlantic Life Insurance Company
 North Country Aviation
 North Country Business Products
 North Country Equipment, Inc.
 North Country Gordon Setter Club
 North Dakota Veterinary Medical Association
 North High School
 North Maplewood Lions Club
 North Shore Bank of Commerce
 North Shore Veterinary Hospital
 North Star Lilly Society
 North Star Rose Society
 North Star Steel Company
 North Suburban Kiwanis Club
 North United Methodist Church
 Northeast Otter Tail County Community Fund
 Northern Bank of Anoka
 Northern Engine & Supply, Inc.
 Northern Life Insurance Company
 Northern Lights, Inc.
 Northern Minnesota Bluegrass Growers Association
 Northern Pipeline Construction Company
 The Northern Printery, Inc.
 Northern Resource Conversion Company, Inc.
 Northern Star Company
 Northern State Bank
 Northern Telecom System Corp.
 Northern X-Ray Company
 Northland Aluminum Products, Inc.
 Northland Constructors of Duluth, Inc.
 Northland Financial Company
 Northland Insurance Company
 Northland Merchandisers, Inc.
 Northrup King Company
 Northwest Agri-Dealers Association
 Northwest Dermatopathology Lab Services
 Northwest Hardware Housewares Club
- Northwest National Life Insurance Company
 Northwest Outlet
 Northwest Standard Products
 Northwestern Bell Telephone Company
 Northwestern National Life Insurance Company
 Oglebay Norton Foundation
 N. W. Hardwood Lumberman's Association
 Norwest Bank Midland
 Norwest Bank Minneapolis
 Norwest Bank of Rochester
 Norwest Foundation
 Norwest Information
 Now Foods Corp.
 Nystrom, Inc.
 O. & B. Shoes, Inc.
 O. J. Noer Research Foundation
 O'Brien Ehrick Wolf Deaner & Downing
 Obstetrics Gynecology & Infertility
 Ronald Offutt & Son Company
 R. D. Offutt Company
 Oglevee Associates, Inc.
 Ogstons, Inc.
 Ohio National Life Insurance
 Ohio State University
 Oklee Community Club
 Old Dutch Foods, Inc.
 Old English Sheepdog Club of America, Inc.
 Old Home Foods, Inc.
 Olivia Canning Company
 Olmsted County Deputy Sheriffs Association
 Olmsted County 4-H Leaders Council
 Olson Clough and Straumann
 Olson Graphic Products
 Olympic Wall System, Inc.
 Olympus Corp.
 Omelveny and Myers
 Onan Corp.
 Onan Family Foundation
 One Fund Barron County, Inc.
 Optimist Club of Glen Lake
 Opus Corp.
 Organon, Inc.
 Ortho Pharmaceutical Corp.
 Orthopaedic Association of Duluth
 H. C. Osvold Company
 Otis-Magie-Gustafson Agency
 Otsuka Pharmaceutical Company
 Otter Tail Power Company
 Otto Hendrickson Post 212
 Otto Packaging, Inc.
 Our Saviors Lutheran Church
 Outboard Marine Corp.
 Overman Charitable Trust
 Owens Forest Products
- Oxford Development
 Minnesota, Inc.
 Ozzie's, Inc.
 P. K. M. Electric Cooperative, Inc.
 P. P. G. Industries Foundation
 P. R. E. Foundation
 Pacific Gamble Robinson Company
 Pantour, Inc.
 Parenteral Drug Association, Inc.
 Park National Bank
 Park Pet Hospital Limited
 Park Port Lioness Club
 Park State Bank
 Park Studio Sign Company
 Leonard Parker Associates
 Parke? Hannifin
 Parkview Obstetrics & Gynecology P. A.
 J. C. Patz Company
 Payco Seeds, Inc.
 Peat Marwick Mitchell Foundation
 Peat Marwick Mitchell & Company
 Peavey Grain Company
 Penn State Grant
 Penning Brothers
 Pennwalt Corp.
 Pentair, Inc.
 Peoples Cooperative Power Association
 Pepsi-Cola Bottling Company
 Perco, Inc.
 Perkins-London Development
 Perkins Restaurant
 Perrybell Investments, Inc.
 Pet Industry Joint Advisory Council
 Peterson Ellendale Truck Plaza, Inc.
 Peterson Goodman Wieners & Guzinski
 Peterson Parrot Farms
 Pfizer Central Research
 Pfizer Foundation, Inc.
 Pfizer, Inc.
 Searle Pharmaceuticals, Inc.
 Pharmacia, Inc.
 Phoenix Mutual Life Insurance Company
 Phibro Salomon, Inc.
 Philip Crosby Associates
 Philip Gross Fund
 Philip Morris, Inc.
 Philips Hong Kong Limited
 Phillips Foundation
 Phillips Petroleum Foundation
 Physicians Health Plan of Minnesota
 Picklands Mather
 Pickwick, Inc.
 Pillsbury Company

- Pillsbury Company Foundation
Pine Island United Fund
Pine River Medical Clinic
Pioneer Hi Bred International, Inc.
Pioneer Rim and Wheel Company
Piper Jaffray & Hopwood, Inc.
Piper Jaffray & Hopwood Founder Advisor Fund
Plant Genetics, Inc.
Plaza Iga Store
Pleasant Mound United Fund
Ploughshares Fund
Plush Pippin
Pope Associates, Inc.
Pope County State Bank
Popham Haik Et. Al.
Postier & Eggers Buick-Mazda
Potash & Phosphate Institute
Potash Corporation of Saskatchewan
Potato Chip Snack Food Association
Potlatch Corp.
Potlatch Foundation for Higher Education
Prescott Township Community Fund
Prestige Dining & Travel
Presto Foundation
Preston Township Community Chest
Price Waterhouse Foundation
Prime Computer, Inc.
Princeton United Fund
Princeton University
Prindle Jones Company
Procter & Gamble Company
Procter & Gamble Fund
Proctor Big Dollar
Production Credit Association
Professional Postgraduate Services
Promotivision, Inc.
Property Appraisals, Inc.
Pro Tech, Inc.
Protection Mutual Insurance Company
Provident Mutual Life Ins
Prudential Foundation
Prudential Insurance Company
Prudential Life Insurance
Psychiatry Associates
Fred Ptashne Company
Public Schools
Pump & Meter Service, Inc.
Purdue University Library
Purebred Dairy Cattle Association of Minnesota
Q. B. Enterprises
Quaker Oats Corp.
Quaker Oats Foundation
Quality Life Styles, Inc.
- Quality Plumbing & Heating
R. & K. Health-Financial
R. C. A.
R. E. M. Consulting & Services, Inc.
R. H. Macy & Company, Inc.
R. L. Johnson Investment Company, Inc.
R. M. Brodin Studios, Inc.
R. M. T. Foundation
R. T. G. Travel
R. W. M., Inc.
Radco Industries, Inc.
Radial Retreads, Inc.
Radisson Duluth Hotel
Rahr Foundation
Duluth Missabe & Iron Range Railway Company
Ralston Purina Company
Ramsey Clinic
Ramsland & Vigen, Inc.
Randall State Bank
Randalls Foods
Ranfranz Funeral Home
Raphael Oreck Foundation
Rare Coin Specialists
Ray Dahl Construction
Rays Family Shoes
Rays Plumbing & Heating
Raytheon Company
Reach All Manufacturing
Readers Digest Foundation, Inc.
Readmore News & Bookstore
Red Balloon Bookshop
Red Barron Pizza
Red Power Intl, Inc.
Red Wing United Way
Redwood Falls Nursery, Inc.
Reliance Electric Scholarship
Remmele Engineering Company
Renal Systems, Inc.
Rensselaer Polytechnic Institute
Renstrom Dental Studio
Renville United Appeal
Republic Bank
Research Foundation for World Peace Through Tourism
Research, Inc.
Reserve Mining Company
Rettinger Bros Oil Company
Reunion of Sisters Advisory Kuopio Committee
Reynolds Wholesale Company
Rheiderland Community Fund Drive
Rheinberg Military Community Womens Club
Rhone-Poulenc, Inc.
Ribbon Distributing
Richards Inc of Duluth
Richardson Foundation
Rider, Bennett Egan & Arundel
- Ridgeview Lanes
Riker Laboratories, Inc.
John Risdall & Associates
Ritter Suppes & Plautz Architects Limited
Charles Ritz Family Founder Advisor Fund
Ritz Foundation
Riverdale-Lasalle United Fund
Margaret Rivers Fund
Robert A. Taft Institute of Government
John Roberts Company
Robert William James & Associates
Robertson Brothers Farm
A. H. Robins Company, Inc.
Robins Zelle Larson & Kaplan
Robinson Business Forms, Inc.
Rochester Bank and Trust Company
Rochester Business Forms
Rochester Cheese Sales, Inc.
Rochester City Delivery, Inc.
Rochester Indoor Tennis Club
Rochester Meats, Inc.
Rochester Plumbing & Heating
Rochester Police Benevolent Association
Rochester Quarterbacks Club
Rochester Ready Mix Concrete Company
Rochester Riders Saddle Club
Rochester Sand & Gravel, Inc.
Rochester School Bus Service
Rochester Tire Mart
Rochester Visitor Publishing & Printing Company
Rockefeller Foundation
Rockford State Bank
Rockwell Intl
Rodman Foundation
Roerig Pfizer Pharmaceuticals
Rohlfing, Inc.
Rohm & Haas Company
Roland Marketing, Inc.
Rolla Chapter Two Five Four O. E. S.
Rosemount, Inc.
Ross Laboratories
Hulda B. and Maurice L. Rothschild Foundation
H. & J. Rothschild, Inc.
Rreef America Partners
Rushford Community Chest
Ryan Construction Company
Ryan Foundation
S. & S. Moving & Storage, Inc.
S. D. S. Biotech Corporation
Skw Corp, Skw Trostberg Ag
Russell Sabor Foundation
Sacred Heart Township Fund Drive
Sacred Heart Villege Chest
Saf-Tee Siping & Grooving, Inc.
- St. Anthony Park Bank
St. Croix-Hudson, Inc.
St. Germain Brothers
St. Hilaire Co-Op Elevators
St. James Community Fund, Inc.
St. Louis County Federal Savings & Loan
St. Louis County Heritage & Arts Center
St. Louis Park Medical Center Research Foundation
St. Marys College
St. Marys Greek Orthodox Church
St. Paul Audubon Society
St. Paul Company, Inc.
St. Paul District Dental Society
St. Paul Foundation
St. Paul Fire & Marine Insurance Company
St. Paul Garden Club, Inc.
St. Paul Minutemen
St. Paul Model Radio Controllers Club, Inc.
St. Paul Union Stockyards United Way of St. Peter
Saliterman & Antrim
J. E. Salsbury Foundation
San Francisco Community Drive
Sandoz, Inc.
Sandoz Nutrition
Sandoz Research Institute
Santerre Service, Inc.
Sara Lee Foundation
Sargents Landscape Nursery, Inc.
Sartec Corporation
Sathers, Inc.
Sawmill Unpainted Furniture
Schadow Agency, Inc.
Scherer Brothers Lumber Company
Schering Corp.
Schermer Schwappach & Borkon
Schlumberger Foundation
Schlumberger Well Services
Schmidt-Goodman Office Products, Inc.
Schoell & Madson, Inc.
Schoonover Auto Rebuild, Inc.
Schott Distributing Company, Inc.
Schott Foundation
Schuert Real Estate Investment Company
Schutz Company
Schwans Sales Enterprises, Inc.
Scott-Johnston Agency
Scripps-Howard Foundation
Sealed Power Foundation
Searle Pharmaceuticals, Inc.
Searle Research & Development

- Sears, Roebuck & Company
Section 18 Club University of
Minnesota Duluth
Security State Bank
Security Storage
Rogers Brothers Seed
Company
Santech Medical Corporation
Septran, Inc.
Seven-Up Bottling Company
Shakey's Pizza Parlour & Ye
Public House
Shaklee Corporation
N. Shank & Associates Limited
Sharon United Drive
Shell Agricultural Chemical
Company
Shell Company Foundation,
Inc.
Shell Development Company
Shell Oil Company
Shellhorn
Sherburn Community Chest
Sherman Fairchild
Foundation, Inc.
Shifan Family Charitable
Foundation
Short Elliot Hendrickson, Inc.
Shulcon Industries, Inc.
Shykes, Cecil Sanitary Service
Siberian Husky Club-Twin
Cities, Inc.
Sieff Family Foundation
Siemens-Allis, Inc.
Siemens Corp.
Siemens Medical Systems, Inc.
Sigco Research, Inc.
Sigma Alpha Epsilon
Foundation
Silicon Graphics
Sillers Farm
Silver Creek United Fund
Sioux Pipe & Equipment
Company, Inc.
Sire Power
Skogquist Memorial Golf
Tournament
Sky-Hi Riders
Skyline Family Medical Center
Skyline Lounge
Slawik Foundation
Progressive Slovene Women
of America
Smith Barney Harris Upham &
Company
Smith Kline Beckman Corp.
Smith Schafer & Ferguson
Smithkline Beckman
Snyder Drug Stores
Society of Certified Public
Accountants
Soderbergs Willow Creek
Nursery
Software Specialists, Inc.
John R. Soll & Associates, Inc.
Solvay Veterinary, Inc.
Somerset Foundation
- Sons of Italy Foundation
Soo Line Railroad Company
South Haven-Southside
United Charity Association
South Side Lumber Company
Southdale Obstetrics &
Gynecologic Consultants
Southeastern Minnesota
Veterinary Medical Asso
Southern Minnesota
Insulation Company
Southern Minnesota Sugar
Cooperative
Southgate Bowl
Southways Foundation
Southwest Internists
Southwest Wisconsin
Veterinary Association
Sovik Mathre Sathrum
L. H. Sowles Company
Space Data Corporation
Sparboe Summit Farms, Inc.
S. P. E. B. S. Q. S. A.
Sperry Corp. Foundation
Sperry Corporation
Sperry Univac
Spirit Valley Agency, Inc.
R. J. Sport & Cycle
Sports Club
Sprenger Lumber Company
Spring Valley Twnship United
Drive
Spring Valley United Fund
Springfield United Fund, Inc.
E. R. Squibb & Sons, Inc.
Stan Anderson Company
Standard Oil Company
State Bank of Belle Plaine
State Bank of Chanhassen
State Bank of Cyrus
State Bank of Lake Elmo
State Bank of Richmond
State Bank of Rogers
State Capitol Credit Union
State Farm Company
Foundation
State of Minnesota
Stathus Communications
Station Nineteen
Stauffer Chemical Company
Stearns Manufacturing
Company
Steele County 4-H Adult
Leaders Council
United Way of Steele County
Steien's Standard
Steiger Tractor, Inc.
Steinberg Financial Corp.
Sterling Winthrop Research
Institute
Stevens Cardboard Salvage, Inc.
G. M. Stewart Lumber
Company, Inc.
Stewart Taylor Company
Stewarts Wheel Goods
Stirtz Bernards and Casey
Stockholm Community Chest,
Inc.
- Stone Container Corp.
A. G. Strobel, Inc.
Stub & Herbs
Stucki & Associates
Student Organization
Accounts
Stuebner Properties
Suburban Dental Studio
Suburbanite Industries
Sugarbeet Research
Robert G. Suk Law Office
Sulphur Institute
Summit Plumbing & Heating
Company, Inc.
Sun Microsystems, Inc.
Sun Refining & Marketing
Company
Suncoast Chapter Florida
Sundet Foundation
Sundstrand Corp. Foundation
Sundstrand Mobile Controls
Sunshine Factory
Super Valu Stores, Inc.
Superior Dairy Fresh Milk
Company
Superior Fiber Products
Incorporated
Supersweet Feed
Superwood Corporation
Supreme Court Racquetball &
Fitness Center
Surgical Society
Swain-Willis Associates
Swan & Pougiales
Swanson Ostlie & Associates
Chas & Margaret Sweatt
Family Foundation
Swift County 4-H Federation
Sylvester Brothers
Syntex Laboratories, Inc.
Syntex U. S. A., Inc.
Syntro Corp.
Systems Three
T. G. A. Development, Inc.
T. R. W. Foundation
T. Rowe Price Associates
Foundation, Inc.
T. S. L., Inc.
Tandy Corp.
Target
Taunton State Bank
Tax Executives Institute, Inc.
Tax Sheltered Compensation,
Inc.
George W. Taylor Foundation
George W. Taylor Charitable
Trust
Team Electronics
Tektronix Foundation
Teledyne Charitable Trust
Foundation
Tennant Company
Foundation
Tenneco Automotive
Tennessee Eastman Company
Tequilaberry Restaurant
Terra Intl, Inc.
- Texaco, Inc.
University of Texas At
Galveston
Texas Instruments, Inc.
Texasgulf, Inc.
Textron Charitable Trust
Thatcher Pools, Inc.
Thelen Oil Company, Inc.
Thern, Inc.
Thief River Falls United Way
Thomas J. Watson Foundation
Thompson Mechanical, Inc.
Thomson-C. G. R. Medical
Corp.
Thorpe Financial Services
James R. Thorpe Foundation
3 H. Industries
Three Lakes United Way
Ticor Foundation
Tierney Bros, Inc.
Times Mirror
Kioto Tractor, Inc.
Tolerance Masters, Inc.
Toltz King Duvall Anderson &
Associates
Tom's Pontiac Honda Isuzu
Tonka Toys
Tonkaland Welcome Wagon
Tonys Shoe Repair
Toro Company
Toro Company
Founder-Advisor Fund of
Mpls Foundation
Touche Ross & Company
Town & Country Foods
Town & Country Garden
Club
Toyota Motor Sales, Usa, Inc.
Tozer Foundation
Trammell Crow Associated
Companies
Trane Company
Trane Company Foundation
Trans Agra Corporation
Travelers Corp.
Travelers Express Company,
Inc.
Travelogue, Inc.
Tri County Study Club
Trieschmann Foundation
Triton Biosciences, Inc.
Trophy House
Trost Rossi & Sals
Tru-Part Manufacturing Corp.
The Northern Trust Company
Tucson Medical Center
Tufco, Inc.
Tuffys Pet Foods
Turtinen Communications
Twin Cities Actuarial Club
Twin Cities Rubber Group,
Inc.
Twin City Federal Savings &
Loan Association
Twin City Group, Inc.
Twin Ports Grocery Company
Twin Ports Opticians, Inc.
Twin Ports Seven-Up, Inc.

- Twincom, Inc.
 Two Ten Charity Trust
 Tyson Truck Lines, Inc.
 Tyson Warehouse Company
 U. F. E. Thermoplastic
 Technology
 U. O. P. Foundation
 U. of M. Faculty Women
 U. P. I. Local 264
 The U. P. S. Foundation
 U. S. Steel Corp.
 U. S. Steel Foundation
 Ukrainian National
 Association, Inc.
 Union Carbide Corp.
 Union Carbide Field
 Development
 Union Oil Company of Cal
 Foundation
 Union Pacific Corp.
 Uniroyal Chemical Company
 United Agri Products
 United Appeal Ortonville
 Township
 United Banks of Colorado,
 Inc.
 United Fund of Pine Island
 United Fund of Princeton
 United General Constructors,
 Inc.
 United Hardware Distributing
 Company
 United Jewish Fund &
 Council
 United Methodist Women
 United Power Association
 United Products Corp.
 United Services Automobile
 Association
 United States Borax &
 Chemical Corp.
 United Technologies
 United Truck & Body
 Company
 United Way of Faribault, Inc.
 United Way of Red Wing, Inc.
 University Communications,
 Inc.
 University Affiliated Family
 Physicians
 University of Illinois
 UMD Theatre Department
 University of Minnesota M.
 Club
 University Ophthalmology
 Association
 University of Vermont & State
 Ag College
 University Womens Health
 Physician
 Upjohn Company
 Upper Midwest Industries,
 Inc.
 Upper Midwest Australian
 Shepherd Club
 Uppsala University
 U. S. West Direct
- USDA-Forest Service
 V. F. W. 494 Charles R.
 Knaeble Post
 V. F. W. Post 1642
 V. F. W. Post 4955
 V. F. W. Post 4372
 Valley Building Products
 Company
 Valley Markets, Inc.
 Valspar Corporation
 Valspar Foundation
 Variety Club Heart Hospital
 Velsicol Chemical Company
 Ver Hoef Chevrolet, Inc.
 Veritas Consultants
 Vermont Student Assistant
 Program
 Veterinary Cancer Society
 Vhsic Technology
 Corporation
 Video Central Tvs, Inc.
 Video Vision-Duluth
 Videotronix, Inc.
 View of Two Limited
 Vigorena Feeds
 Viking Motel
 Vita Plus Corp.
 Vogel Outdoor Advertising
 Vonheim Lodge 108
 Voyageur Bus Company
 W. B. Doner Company
 W. B. Saunders Company
 W. C. C. O. & W. L. T. E.
 W. C. C. O. Am-Fm-Tv
 W. C. C. O-Tv
 W. L. I. T-Fm
 W. U. S. A. Eleven
 W. Walker Fund, Inc.
 Wahl & Wahl, Inc.
 Walmart Foundation
 Walgreen Company
 Wampler Foods, Inc.
 Warehouse
 Warner Holding Company
 Waseca Auto Body & Paint
 Waseca Clinic Limited
 Waseca County News
 Washburn McReavy Funeral
 Chapel
 Washington County Sheriff's
 Posse
 Washington County 4-H
 Leaders Federation
 Washington Post
 Waste Management, Inc.
 Wastebasket Revue, Inc.
 United Fund of Waterville
 Township
 Watonwan County Bankers
 Association
 Watonwan County 4-H
 Leaders
 Watonwan Farm Service
 Company
 Watson-Forsberg Company
 Wausau Insurance Company
 Waverly United Fund
- Wayne Pet Food
 Wayne State University
 Wayne Swanson Cooper &
 Company
 Waytonka Club
 Wayzata Garden Club
 Webb Company
 Weight Watchers of the
 Upper Midwest, Inc.
 Weis Management Company
 Wells Concrete Products
 Company
 West Gowan & McIntosh
 West Main R. V. Rentals
 United Way of West Newton
 West Publishing Company
 Western Life Insurance
 Company
 Western National Bank
 Westford Community Chest
 Westin-Nielsen Corp.
 Westinghouse Educational
 Foundation
 Westminster Presbyterian
 Church
 Westmoreland Larson & Hill
 Weyerhaeuser Company
 Weyerhaeuser Memorial
 Foundation
 Margaret L. Weyerhaeuser
 Trust
 Irrevocable Trust of Margaret
 L. Weyerhaeuser
 Wheatly Pump and Valve, Inc.
 Frank Whelan and Associates
 Whirlpool Foundation
 R. B. Whitacre & Company,
 Inc.
 Jim Whiting Nursery &
 Garden Center
 Whitney Foundation
 M. J. Widde, Inc.
 Phillip & Sarah Wilensky
 Family Foundation
 Wilkie Brothers Foundation
 Wilkins Lincoln Mercury, Inc.
 William Penn Foundation
 Williams Welding Supply
 Williamsport Area
 Community College
 Willmar Area Vo Tech
 Institute
 United Way of Willmar
 Willow Creek Golf
 Wilmer Cutler & Pickering
 Wilson-Griak, Inc.
 Wilson Learning Corp.
 Windom State Bank
 Winfield Developments, Inc.
 Winnebago United Fund
 Winona Flower & Garden
 Club
 Winslow Printing Company
 Winthrop Laboratories
 Wisconsin Electric
 Cooperative Association
 Wolff Laboratories, Inc.
- Wolfgang Jochle Associates,
 Inc.
 Woman's Club of Hopkins
 Womans Club of Minneapolis
 Womens Club of St. Louis
 Park
 Womens Economic
 Development Corp.
 Wongs Cafe
 Wood-Rill Foundation
 Woodbury Lions Club
 Woodhull Transfer, Inc.
 Woodland Township
 Community Chest
 Worthington Area United
 Way
 Worum Chemical Company
 Wright-Hennepin
 Cooperative Electric
 Association
 West Suburban Shrine Club
 Wyatt Company
 Wyeth Laboratories
 Wynnwood Company
 Xerox
 Xerox Foundation
 Yale University
 Year Book Medical Publishers,
 Inc.
 Yetter Oil Company
 Young America Corp.
 Arthur Young & Company
 Arthur Young Foundation
 Zenith Spring Company
 Ziegler, Inc.
 Zierke Farms
 Zion Episcopal Church
 Zoecon Corporation
 Zoecon Industries
 Zumbrota Combined
 Charities
 Zumbrota Optometric Center

CORPORATIONS, FOUNDATIONS, AND ORGANIZATIONS

- A. O. Smith Corp.
 A. T. & T. Bell Laboratories
 A. T. & T. Foundation
 Abbott Laboratories
 Aerospace Corp.
 Aetna Life & Casualty Insurance
 Aid Association for Lutherans
 Air Products & Chemicals, Inc.
 Alco Standard Corp.
 Alcoa Foundation
 Allied Chemical Foundation
 Allied Foundation
 Amalgamated Sugar Company
 American Airlines
 American Can Company Foundation
 American Cyanamid Company
 American Home Products
 American Hospital Supply Corp.
 American Standard Foundation
 American Standard, Inc.
 Ameritech Publishing
 Amoco Foundation, Inc.
 Apache Corp.
 Archer Daniels Midland Foundation
 Armco Foundation
 Armco Insurance Group Foundation
 Arthur Andersen & Company Foundation
 Arthur Young Foundation
 Ashland Oil Foundation, Inc.
 Atlantic Richfield Foundation
 B. M. C. Industries, Inc.
 Badische Corp.
 Bandag, Inc.
 Bankers Life Company
 Bankers Trust New York
 Barry Wright Corp.
 Baxter Travenol
 Baybanks, Inc.
 Beatrice Company, Inc.
 Bechtel Foundation
 Bell and Howell Foundation
 Bemis Company Foundation
 Bethlehem Steel Corp.
 Blandin Paper Company
 The B. O. C. Group, Inc.
 Boeing Company
 Boise Cascade Corp.
 Borden Foundation, Inc.
 Borg-Warner Foundation, Inc.
 Bristol Myers Fund
 Brunswick Foundation
 Brush Wellman, Inc.
 Bucyrus Eric Foundation
 Bunge Corp.
 Burroughs Corp.
 C. N. A. Foundation
 Cabot Corp. Foundation, Inc.
- Campbell Soup Fund
 Cardiac Pacemakers, Inc.
 Carrier Corp. Foundation
 Caterpillar Tractor
 Celanese Corp.
 Central Life Assurance Company
 Champion Intl Foundation
 Chase Manhattan Bank
 Chemical Bank
 Chevron U. S. A., Inc.
 Chicago Title & Trust Company
 Chrysler Corp. Fund
 Cigna
 Citicorp-Citibank
 Cities Service Oil & Gas Corp.
 Cleveland Cliffs Foundation
 Columbus Mutual Life Insurance Company
 Commonwealth Energy Systems, Inc.
 Congoleum Corp.
 Connecticut Mutual Life
 Conoco
 Consolidated Papers Foundation
 Container Corp. of America Foundation
 Continental Bank Foundation
 Continental Corp. Foundation
 Converse, Inc.
 Cooper Industries Foundation
 Coopers & Lybrand Foundation
 Corning Glass Works Foundation
 Cowles Media Company
 Cray Research, Inc.
 Cub Foods, Inc.
 Dart & Kraft
 Data Card Corp.
 Davenport Cement Company
 Dean Witter Reynolds
 Dekalb Foundation
 Del Monte Corp.
 Deloitte Haskins & Sells Foundation
 Delta Airlines Foundation
 Deluxe Check Printers, Inc.
 Diamond Shamrock Corp.
 Digital Equipment Corp.
 Dillingham Corp.
 Donaldson Company Foundation
 Donaldson Company, Inc.
 R. R. Donnelley & Sons Company
 Dow Chemical Company
 Dow Corning Corp.
 Dow Jones
 Economics Laboratory, Inc.
 Eli Lilly & Company
 Emerson Electric Company
 Emhart Corp.
 Equitable Life Assurance Society
- Ernst & Whinney
 Ex-Cell-O. Corp.
 Exxon Education Foundation
 F. M. C. Corp.
 Faegre & Benson Law Firm
 Fairchild Industries Foundation, Inc.
 Farm Credit Services
 Federated Department Stores
 U. S. Fidelity & Guaranty Company
 Fidelity Bank
 Fingerhut Foundation
 Firemans Fund Insurance Company Foundation
 First Bank of Chicago Foundation
 First Bank of Minneapolis Foundation
 First Bank of St. Paul
 First Bank System Foundation
 First Bank System, Inc.
 Ford Motor Company Fund
 Freeport McMoran, Inc.
 H. B. Fuller Company
 Funk Seeds Intl
 Gannett Newspaper Foundation
 Garrett Corp.
 General Dynamics
 General Electric Company
 General Foods Fund, Inc.
 General Host Corp.
 General Mills Foundation
 General Signal
 Genstar Corp.
 George A. Hormel & Company
 Gibson Dunn & Crutcher
 Gillette Company
 Goldman Sachs & Company
 Goodyear Tire & Rubber Company
 Graco Foundation
 W. W. Grainger, Inc.
 Grant Thornton Foundation
 Great Northern Nekoosa Corp.
 Grinnell Mutual Reinsurance
 Grumman Corp.
 Hako Minuteman, Inc.
 Halliburton Education Foundation, Inc.
 Hallmark Cards
 Harris Foundation
 Hartford Fire Insurance Company
 The Hartford Insurance Group
 Hercules, Inc.
 Hewlett Packard
 Hoffmann La Roche Foundation
 Holiday Corp.
 Honeywell Foundation
 Hospital Corp. of America
 Houghton Mifflin Company
- Household Intl
 Hughes Aircraft Company
 I. B. M. Corp.
 I. D. S. Financial Services, Inc.
 Inter Regional Financial Group
 Intl Mineral & Chemical Corp.
 Intl Multifood Charitable Foundation
 Internorth Foundation
 Iowa Resources, Inc.
 J. C. Penney Company
 Jefferies & Company, Inc.
 John Deere Foundation
 Johnson & Higgins Insurance, Inc.
 Johnson & Johnson
 S. C. Johnson & Son, Inc.
 Johnsons Wax Fund, Inc.
 Jostens Foundation
 K. Mart Corp.
 Keck, Mahin & Cate
 Kemper Group
 Kimberly Clark Foundation
 Knight Ridder Newspaper, Inc.
 Koppers Company Foundation
 Kraft, Inc.
 Kroy, Inc.
 Larson Allen Weishair Company
 Lasalle National Bank
 Lubrizol Foundation
 Lucky Stores, Inc.
 Lundgren Bros Construction, Inc.
 3M Company
 M. T. S. Systems Corp.
 Manufactures Life Insurance Company
 Marathon Oil Foundation
 Maritz, Inc.
 Marsh & McLennan, Inc.
 Martin Marietta Corp.
 Massachusetts Mutual Life Insurance Company
 Maurices, Inc.
 May Stores Foundation
 McDonnell Douglas Foundation
 McGraw-Hill Book Company
 McGraw-Hill Foundation
 McKesson Foundation
 Mead Corp. Foundation
 Medtronic Foundation
 Mellon Bank
 Merck Company Foundation
 Meredith Corp.
 Merrill Lynch
 Metropolitan Life Foundation
 Miller Publishing Company
 Minnegasco, Inc.
 Minnesota Mutual Life Insurance Company
 Mitre Corp.
 Mobil Oil Foundation, Inc.

Montgomery Ward Foundation
 Monumental Corp.
 Moore McCormack Resources, Inc.
 Morrison & Foerster
 Motorola Foundation
 Murphy Oil U. S. A., Inc.
 Mutual of Omaha
 N. C. R. Foundation
 N. L. Industries Foundation, Inc.
 N. S. P. Company
 Nabisco Foundation
 Nalco Chemical Company
 National Life Insurance Company
 National Medical Enterprises, Inc.
 Nationwide Foundation
 New England Merchants Leasing Corp.
 New England Mutual Life Insurance Company
 New York Telephone
 New York Times Foundation
 North American Philips Corp.
 North Atlantic Life Insurance Company
 Northern Life Insurance Company
 Northern Telecom System Corp.
 Northern Trust Company
 Northwest National Life Insurance Company
 Northwest Orient
 Northwestern Bell
 Norwest Bank Bloomington
 Norwest Bank of Minneapolis
 Norwest Foundation
 Ohio National Life Insurance
 Osmonics, Inc.
 Outboard Marine Corp.
 Owens Illinois
 P. P. G. Industries Foundation
 P. Q. Corporation
 Pacific Northwest Theatre Associates
 Parker Hannifin
 Peat Marwick Mitchell Foundation
 Pfizer Foundation, Inc.
 Pfizer, Inc.
 Phoenix Mutual Life Insurance Company
 Phibro Salomon, Inc.
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 Phillips Petroleum Foundation
 Pillsbury Company Foundation
 Pillsbury Madison & Sutro
 Pioneer Hi-Bred, Inc.
 Piper Jaffray & Hopwood
 Potlatch Corp.
 Price Waterhouse Foundation
 Procter & Gamble Fund
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 R. C. A.
 R. H. Macy & Company, Inc.
 Ralston Purina Company
 Raytheon Company
 Readers Digest Fnd., Inc.
 Reliance Insurance Company
 Reynolds Metal Company
 Richardson Vicks, Inc.
 Rockwell International
 Rohm & Haas Company
 S. D. S. Biotech Corporation
 Saga Corporation
 St. Paul Company, Inc.
 Sara Lee Foundation
 Scott Paper Company Foundation
 Sealed Power Foundation
 Security Life Insurance Company
 Sheldahl, Inc.
 Shell Company Foundation, Inc.
 Sioux Pipe & Equipment Company, Inc.
 Soo Line Railroad Company
 Sperry Corp. Foundation
 Standard Oil Company
 State Farm Company Foundation
 Stauffer Chemical Company
 Steiger Tractor, Inc.
 Stone & Webster, Inc.
 Sun Refining & Marketing Company
 Super Valu Stores
 Syntex Dental Products
 T. C. I., Inc.
 T. R. W. Foundation
 T. Rowe Price Associates Foundation, Inc.
 Tandy Corp.
 Tektronix Foundation
 Teledyne Charitable Trust Foundation
 Temple-Inland Foundation
 Tennant Company Foundation
 Texaco, Inc.
 Texas Instruments, Inc.
 Texasgulf, Inc.
 Textron Charitable Trust
 Thomas & Betts Charitable Trust
 Ticor Foundation
 Time, Inc.
 Times Mirror
 Toro Company
 Total Petroleum, Inc.
 Touche Ross & Company
 Towers Perrin Forster & Crosby
 Travelers Corp.
 Travelers Express Company, Inc.
 True Companies
 The Northern Trust Company
 U. F. E. Thermoplastic Technology
 U. O. P. Foundation
 U. P. S. Foundation
 U. S. Steel Foundation
 U. O. P. Foundation
 The U. P. S. Foundation
 U. S. Steel Foundation
 U. S. West Direct
 U. S. West, Inc.
 Union Carbide Corp.
 Union Electric Company
 Union Pacific Corp.
 Unionmutual Charitable Foundation
 United Banks of Colorado, Inc.
 United Services Automobile Association
 United Technologies
 United Television, Inc.
 Upjohn Company
 Utah International, Inc.
 Virginia Chemicals, Inc.
 W. C. C. O. & W. L. T. E.
 W. L. I. T-Fm
 Warner-Lambert
 Washington Post
 Waste Management, Inc.
 Wausau Insurance Company
 Wells Fargo Foundation
 Western Life Insurance Company
 Western Publishing Company, Inc.
 Westinghouse Educational Foundation
 Whirlpool Foundation
 Wilmer Cutler & Pickering
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MINNESOTA
ALUMNI
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HOMECOMING PANCAKE FEAST

SATURDAY, OCTOBER 11, 1986
7:30-10:30 A.M.
WILLIAMS ARENA



Come and get'em! Bring your family and friends back to the "U" for the annual Homecoming Pancake Feast. Rise early and beat the rush. Start Homecoming Day with a festive hearty breakfast of sausages, beverage and delicious all-you-can-eat pancakes. Celebrity pancake flippers will amaze you with their culinary talents. We'll have balloons for the kids, prizes for the lucky, and fantastic food and fun for all!

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Dinkytown
- 12:00 noon Golden Gopher Pep Rally
Follows the parade on
Northrop Mall
- 7:00 p.m. Minnesota vs. Northwestern
Homecoming Football
Classic, at the Metrodome

1986 HOMECOMING PANCAKE FEAST

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Minnesota Alumni Association
100 Morrill Hall
100 Church Street S.E.
Minneapolis, Minnesota 55455

Name _____
(please print)

Address _____

City _____
State _____ Zip _____

Phone _____



EDINBURGH-LONDON. December 22, 1986-January 1, 1987. Our holiday trip to the British Isles includes four nights in Edinburgh and five nights in London. Beginning with a Christmas Eve celebration—carols, dinner, and an evening of dancing to Strauss waltzes—and an extravagant masked Christmas ball. You'll enjoy sight-seeing in the Scottish countryside and shopping at the after-Christmas sales in London before the tour's grand conclusion on New Year's Eve. A relaxed pace and lots of leisure time are perfect complements to all the holiday festivities.

THE LESSER ANTILLES. January 17-24, 1987. All aboard the four-masted *Wind Star*, the largest sailing yacht ever built, for a seven-day luxury cruise through the warm waters of the Caribbean. Sight-seeing, swimming, shopping, and sailing. A relaxing tropical adventure that includes visits to Antigua, Barbuda, St. Kitts, St. Barthelémy, St. Martin, Virgin Gorda, St. Johns, and St. Croix. The new *Wind Star*, with 75 outside cabins, pool, library, casino, and dome-covered lounge, is outfitted for a smooth and even ride powered by huge, computer-assisted triangular sails. A voyager's delight.

AUSTRALIA-NEW ZEALAND. March 19-April 4, 1987. Our enticing winter tour of the South Pacific features an excursion to the astounding Great Barrier Reef, nature's "Eighth Wonder of the World." Exploration of the "Land Down Under" includes three nights in beach-bound Cairns; a stop in Brisbane, home of the Lone Pine Koala Sanctuary; two nights in Auckland, dazzling "Queen City" of the South Pacific; three nights in Christchurch, gateway to the spectacular South Island Southern Alps; three nights in the financial and fashion capital, Melbourne; and three nights in Sydney, Australia's oldest and largest city, situated on one of the most beautiful harbors in the world. Many optional day excursions and three-night options in Hawaii and Fiji are offered before or after the trip. An unusual and unforgettable journey.

FRANCE. May 15-28, 1987. Springtime on the French Riviera, and a luxurious cruise on the romantic Rhone River. This is an exciting and incomparable two-week journey through the best of France: three

nights in Cannes, truly the jewel of the Cote d'Azur, with optional trips to Nice and Monte Carlo; six nights on the new *M.S. Arlene*, a specially designed deluxe river cruiser with the atmosphere and amenities of a private club; traveling through historic Provence, land of Roman ruins, castles, and some of the world's finest wines; overland train passage on the high-speed, high-tech TGV; and three nights in the incomparable city of Paris.

BLACK FOREST-SWISS ALPS. June 10-23, 1987. A hiking adventure! Spend six nights each in Freiberg, West Germany, and St. Moritz, Switzerland, two of Europe's most beautiful and scenic health resorts. Our tour features six scenic day hikes through fairy-tale forests, past Old World villages, along sparkling mountain lakes, and into breathtaking alpine scenery, complete with picnic lunches and castle and museum tours along the way. On alternate days, motorcoach and boat excursions take you to the Rhine Falls, the tiny resort island of Mainau, the French city of Strasbourg, historic Fribourg, the Swiss lake resort of Lugano, through Zurich, and into Italy's spectacular lake country. This carefully planned itinerary

highlights often-missed attractions and flexibility for individual sight-seeing, shopping, and relaxing if you choose not to participate in all of the hikes.

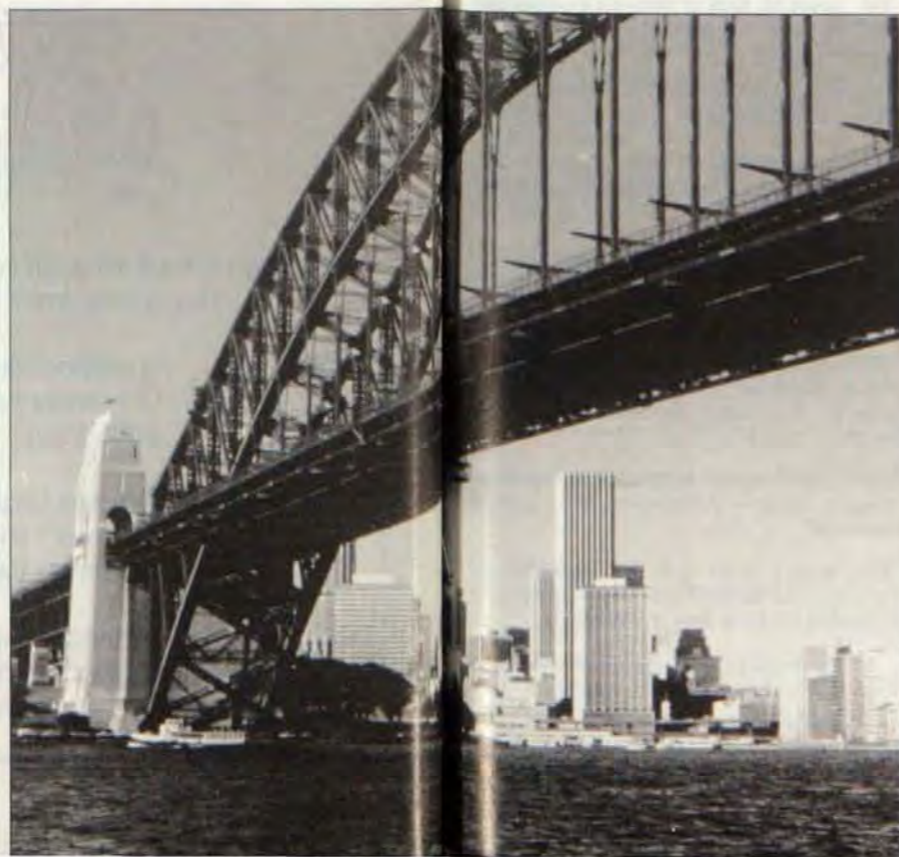
ALASKA. July 15-27, 1987. It's America's last frontier. The midnight sun, spectacular fjords, glaciers cascading down mountainsides, majestic Mount McKinley, moose, caribou, and soaring eagles. This tour of our 49th state includes four nights on land, including two days in Vancouver and seven days at sea aboard the spacious ocean liner *Regent Sea*. From Vancouver, British Columbia, ports of call are Ketchikan, Endicott Arm, Juneau, Skagway, Yakutat Bay, Hubbard Glacier, Columbia Glacier, College Fjord, and the fishing town of Whittier. Traveling on the Midnight Sun Express, visit Anchorage, Denali Park, and Fairbanks for extensive sight-seeing of the interior's equally impressive sites. Bonus: \$150 discount for reservations made by December 31, 1986.

SCANDINAVIA-RUSSIA. August 12-23, 1987. Copenhagen, Stockholm, Leningrad, and Helsinki. A marvelous tour around the Baltic Sea to visit three of Scandinavia's gem capital cities and the artistic and intellectual capital of Russia. After three nights in Copenhagen, board the *Ocean Princess*, flagship of Ocean Cruise Lines, and enjoy the richly diverse cultural, historical, and architectural highlights waiting for you in each port of call. Fine shopping, a Russian ballet, concert, or folklore show, and a final stop on the Swedish island of Gotland, where Visby, the beautifully preserved island



capital, nestles inside its thirteenth-century city walls punctuated with 44 watchtowers.

AFRICA. September 17-30, 1987. The unsurpassed adventure and natural wonders of a two-week safari in Kenya made this one of our most popular alumni tours ever. We return to the magnificent wilds with first-class accommodations throughout and also offer three optional extensions: a three-night pretour in Amsterdam; a week-long walking trek preceding the safari in Kenya's northern frontier—with expert guides directing the traveling camp transported by camel; or a posttour to Kenya's Indian Ocean coast, including overnight passage on the first-class Iron Snake locomotive and three nights at an oceanfront resort on twelve-mile Diani Beach. The safari itself features travel by bus in small groups with top-notch driver/guides who lead you on game runs, through native villages, and across tribe lands into forest and desert national parks. Highlights include Kilimanjaro, Nairobi, the premier Mt. Kenya Safari Club, Samburu's phenomenal bird life, Lake Nakuru, and the Maasai Mara.



Pictured are Australia's Sydney harbor, left; the Roman ruins at Orange, France, far left; and the *MV Regent Sea*, above.

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University Theatre
Season

The Second Shepherd's Play
October 17 - November 7

Time and the Conways
October 31 - November 16

The Miser
November 21 - January 11

The Bacchae
February 6 - 22

Ondine
February 27 - March 8

Antigone
April 3 - 12

Autumn Garden
April 17 - May 3

The White Devil
May 15 - 31

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SINGAPORE-BALI-HONG KONG. November 6-19, 1986. An in-depth look at the fascinating and exotic Southeast Asia, where Eastern cultures and traditions flourish amid thriving and dynamic Western development. The itinerary includes four nights in Singapore, a tropical island with a rich Indian and Chinese history that today is part of the British Commonwealth; four nights in Denpasar, the capital city of beautiful Bali, haven for the arts, rituals, and classics of the Eastern islands; and four nights in Hong Kong, gateway to the Orient and to China that includes 235 islands and the most cosmopolitan marketplace in the world. City tours and air travel throughout with many optional excursions are included.

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COLLEGE OF AGRICULTURE

'50 Keith Shea of Springfield, Virginia, has retired from his position as associate deputy chief of research with the Forest Service of the U.S. Department of Agriculture in Washington, D.C.

'57 Lowell Jordan, professor of horticultural sciences and plant physiology at the University of California-Riverside, has been elected member-at-large of the executive committee of the Council for Agricultural Science and Technology, an association of 26 food and agricultural science societies that provides scientific information on issues involving food and agriculture to government leaders, the news media, and the public.

'82 Todd Cardwell of Prescott, Wisconsin, has been named manager of research and product development of the seed department at CENEX Corporation.

COLLEGE OF BIOLOGICAL SCIENCES

'74 Richard Leier of Silver Bay, Minnesota, has been reappointed to the National Advisory Committee on Oceans and Atmosphere. Leier is a mineral processing engineer with Reserve Mining Company.

'75 George Riggs of Minneapolis has been named regional partner for Hyatt Legal Services.

SCHOOL OF MANAGEMENT

'40 Robert Kolliner has been selected for posthumous induction into the El Paso Athletic Hall of Fame. Kolliner, who served as chair of the Sun Bowl selection committee and was instrumental in bringing a professional baseball team to El Paso, died in May 1985. An outstanding athlete award for the Olympian Invitational in El Paso has been established in his honor.

'43 Richard Cyert of Pittsburgh, Pennsylvania, president of Carnegie-Mellon University, received several awards in 1985 citing his contributions to higher education and to the economic revitalization of western Pennsylvania. The honors included the David Glick Award of the World Affairs Council of Pittsburgh, the Distinguished Pennsylvanian Award of the William Penn Society, and the Annual Brotherhood Award of the Western Pennsylvania Chapter of the National Conference of Christians and Jews.

'82 Ross Levin of Minneapolis has been appointed president of the Twin Cities Association of Financial Planners. Levin is the owner of a financial consulting firm in Minneapolis.

COLLEGE OF EDUCATION

'28 York Langton of Minneapolis has received the Arnold Goodman Award from the United Nations Association of Minnesota for his commitment to human rights and his contributions to the United Nations.



Dayton Hultgren, M.A. '62, Ph.D. '71, former president of the Consulting Group of Minneapolis, has been appointed director of development for the University of Minnesota. Hultgren, who has served as president of San Francisco Theological Seminary and president of United Theological Seminary in New Brighton, Minnesota, was instrumental in the design and establishment of the Institute for Theological Education Management at Columbia University Graduate School of Management.

'55 Barbara Laederach of Minneapolis was honored for her contributions to the University's greek system and alumnae programming in the creation of the Barbara Laederach Award for Outstanding Alumni Contribution. The award will be presented annually by the Twin Cities Panhellenic and Intrafraternity Council to an alumnus of the greek system.

'64 Ronald Halverson of Little Canada, Minnesota, has been promoted to vice president of the investment advisory firm Morison Asset Management.

'68 Bruce Anderson of Minneapolis, associate director for the department of recreational sports and an associate professor in physical education and recreation at the University, has been named president-elect of the National Intramural Recreational Sports Association.

'71 Robert Astrup of Minneapolis has been elected president of the Minnesota Education Association. Astrup is a social studies teacher at Irondale High School.

'76 Ruth Mooney of Racine, Wisconsin, has received a Master of Divinity degree with a specialization in Christian education from Northern Baptist Theological Seminary. She was also the recipient of the university's Outstanding Achievement in Ministry Studies Award. Mooney will serve as a missionary in El Salvador, Nicaragua, and Costa Rica.

COLLEGE OF FORESTRY

'59 Edmund Vandermillen has been named director of public information and involvement of the Forest Service, U.S. Department of Agriculture, in Washington, D.C.

'61 Larry Henson has been named associate deputy chief for the National Forest System, Forest Service, U.S. Department of Agriculture, in Washington, D.C.

COLLEGE OF LIBERAL ARTS

'26 Edward Peet of San Francisco received a public commendation from California Lieutenant Governor Leo McCarthy for his contributions to "improving the quality of life of California's elderly." Peet was recognized for his work with the annual Senior Rally in San Francisco.

'28 Charles Peterson of Philadelphia was the resident architect of the Independence National Historical Park renovation project in Philadelphia, one of the largest projects on major historic buildings ever undertaken in the country. Peterson is an architectural historian and restorationist who originated the Historic American Buildings Survey, one of the largest archives of its type in the world.

'59 Wayne W. Anderson has been named president of Illinois Wesleyan University. Prior to his appointment at Illinois Wesleyan, Anderson was president of Maryville College in Maryville, Tennessee.

'62 Joyce M. Kelly of Ellicott City, Maryland, has been appointed associate director for federal lands and waters of President Reagan's Commission on American Outdoors. Kelly is on leave from the Environmental Protection Agency's Office of Drinking Water.

'67 Jared Brown of Macomb, Illinois, has received the Faculty Excellence Award from Western Illinois University. Brown is a professor of theater at the university.

'69 Benjamin Rinkey of St. Paul has been elected first vice president of Piper, Jaffray, and Hopwood.

'74 Harold (Hal) Johnson of West Palm Beach, Florida, has been appointed director of development for the Catholic Diocese of Palm Beach, Florida.

'82 Deb Gustafson of Minneapolis has joined Naegele Outdoor Advertising as an account executive.

'83 Brian J. Blake of St. Paul has graduated from the U.S. Air Force pilot training program at Columbus Air Force Base in Mississippi.

Liz Evans of Minneapolis has been named broadcast buyer at Campbell-Mithun Advertising.

'84 Martha Cummings of Minneapolis has

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First, CAIRNS and the GREAT BARRIER REEF, AUSTRALIA

- THREE NIGHTS at the waterfront PACIFIC INTERNATIONAL HOTEL in Cairns
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- Full-day GREAT BARRIER REEF excursion, with LUNCH included

Next, AUCKLAND, NEW ZEALAND (via Brisbane)

- Short, scheduled flight to Brisbane
- Afternoon Brisbane SIGHTSEEING EXCURSION, including visit to the Lone Pine Sanctuary, home of the Koala

- Scheduled jet, Brisbane to Auckland
- TWO NIGHTS at the lavish REGENT HOTEL
- Morning Auckland SIGHTSEEING EXCURSION

Then, CHRISTCHURCH, NEW ZEALAND

- Scheduled flight, Auckland to Christchurch
- THREE NIGHTS at the deluxe NOAHS HOTEL
- Half-day Christchurch SIGHTSEEING EXCURSION

Next, MELBOURNE, AUSTRALIA

- Scheduled flight, Christchurch to Melbourne
- THREE NIGHTS at the impressive REGENT HOTEL
- Morning Melbourne SIGHTSEEING EXCURSION

Finally, SYDNEY, AUSTRALIA

- THREE NIGHTS at the SYDNEY REGENT HOTEL
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been promoted to media planner at Campbell-Mithun Advertising.

'85 Mary Poulos of Vermillion, South Dakota, won the annual Sam Masten Moot Court Competition at the University of South Dakota School of Law.

GRADUATE SCHOOL

'39 Norman Cromwell of Lincoln, Nebraska, Regents' Professor Emeritus of Chemistry at the University of Nebraska-Lincoln, was recently honored by the American Chemical Society for his scientific and administrative contributions to cancer research. A Guggenheim Fellow and Fulbright scholar, Cromwell received the University's Outstanding Achievement Award in 1975.

'53 David L. Levine of Athens, Georgia, has been reelected chair of the Georgia Council on Aging. Levine is professor of social work and a member of the gerontology faculty at the University of Georgia. He served as a delegate to the 1971 White House Conference on Aging and was a member of the technical committee at the 1981 White House Conference on Aging.

'55 Kenneth Queensland of Blue Earth, Minnesota, has been named one of the 100 top executive educators for 1986 by the National School Board Association.

'57 James Latick of Chisholm, Minnesota, has been appointed mining division manager at Minntac Operations of United States Steel.

'62 Charles De Corsey of Minneapolis has been awarded the 1986 Honor Award for outstanding leadership in health education by the central district association of the American Alliance for Health, Physical Education, Recreation, and Dance. De Corsey is a health educator for the Richfield public schools.

'66 Marilou Henderlite has been named one of the 100 top executive educators for 1986 by the National School Board Association.

'67 Robert Ripley of Boca Raton, Florida, has joined the investment firm Raymond James and Associates as an account executive.

'68 Jean Bradford of Baltimore, Maryland, has been honored by Goucher College for outstanding teaching. Bradford is a professor of psychology at Goucher.

'71 Timothy Roufs of Duluth has received the Jean G. Blehart Distinguished Teaching Award from the University of Minnesota, Duluth. Roufs is professor of sociology, anthropology, and geography at the Duluth campus.

'73 Donald Etnier of Eau Claire, Wisconsin, a professor in the accountancy department at the University of Wisconsin-Eau Claire, has been awarded the Peat Marwick Professor of Auditing title for the 1986-87 academic year.

'76 Charles Orvis of Memphis, Tennessee, has received a professorship in economics as part of Rhodes College's Excellence in Teaching Program, sponsored by Federal Express Corporation. Orvis, formerly associate professor of economics and business administration at Rhodes, is noted for his work on federal regulation and deregulation in the trucking and airline industries.

'78 William E. Field of Lafayette, Indiana, associate professor and extension safety specialist at Purdue University, has received the Nolan Mitchell Young Extension Worker Award from

the American Society of Agricultural Engineers.

Richard Cruse of Ames, Iowa, is an associate professor of agronomy at Iowa State University.

Thomas Courtice has been appointed president of West Virginia Wesleyan College. Prior to his appointment, Courtice was president of Westbrook College in Portland, Maine.

'83 Sharon Aadalen of Edina, Minnesota, has been named director of nursing education and research at United Hospitals in St. Paul.

'84 Francis Pierce of Minneapolis, assistant professor of agronomy at Michigan State University, served on a National Research Council committee assessing the nation's natural resources and also on an international task force on world soil erosion protection.

'85 Radleigh Wakefield of Minneapolis has been promoted to assistant account executive at Campbell-Mithun Advertising.

INSTITUTE OF TECHNOLOGY

'24 George Bestor of Carmel, California, past president of Bestor Engineering, attended the 1985 annual meeting of the Federation International des Geometres in Katowice, Poland, where he was awarded an honorary membership in the organization.

'49 Norman Nielsen of Pittsburgh, Pennsylvania, general manager of metallurgy and quality assurance for Aluminum Company of America (ALCOA), has received ALCOA's Chairman's Award for technical excellence and project leadership.

'55 Peter Fischer of St. Paul has been named Engineer of the Year by the U.S. Army Corps of Engineers. Fischer is chief of the engineering division of the corps' St. Paul district.

'66 Harold Cloud of St. Paul has received the George W. Kable Electrification Award from the American Society of Agricultural Engineers for his application of electrical energy to the advancement of agriculture through agricultural engineering. Cloud is a University professor and extension agricultural engineer.

'71 Henry Follingstad of Minneapolis, associate professor of mathematics at Augsburg College, is a recipient of the American Biographical Institute's 1985 Commemorative Medal of Honor.

'75 Janice Durnil of Yakima, Washington, has opened offices in Yakima as a locally franchised business counselor for General Business Services.

MEDICAL SCHOOL

'34 Engward Penk of Springfield, Minnesota, has retired after nearly 50 years of medical practice.

James Meyer of Chanhassen, Minnesota, has been named chief of staff at Fairview Southdale Hospital.

'78 George Battis, Jr., of St. Paul has been named assistant medical director at Minnesota Mutual Life.

SCHOOL OF DENTISTRY

'82 Kyle Tidstrom of Rochester, Minnesota,

has been accepted into the oral and maxillofacial surgery residency program at the Mayo Clinic in Rochester.

SCHOOL OF PHARMACY

'53 Robert Leonard of Silver Spring, Maryland, has retired after 21 years as a health scientist administrator at the National Institute of Health.

COLLEGE OF HOME ECONOMICS

'80 Sharon Gustafson of Fridley, Minnesota, has been named area manager for ActiveLife Retirement Communities, a real estate development and management company involved in senior citizen housing and services.

DEATHS

Raymond B. Allen, Sr., '28, Fredericksburg, Virginia, on March 15, 1986. A former president of the University of Washington, chancellor of the University of California at Los Angeles, professor at several other highly prestigious universities, and former government official, Allen was active in international health education and research. He directed several national and international health councils, including the second World Conference on Medical Education and the Pan American Health Organization, and he was a recipient of the University's Distinguished Alumni Award.

Charlotte K. Clark, '23, Carmel, California, on January 17, 1986. A volunteer leader in conservation, environment, and public affairs, Clark was active in several organizations, including the League of Women Voters, the local United Nations Association, the Parent-Teachers Association, and the World Affairs Council, as well as several community organizations.

John E. Crew, '39, date unknown.

Fred Eugene Dickinson, '38, El Cerrito, California, on April 7, 1986. Dickinson, professor emeritus in the department of forestry and resource management at the University of California, Berkeley, was the founding director of the Forestry Products Laboratory at the University of California, Berkeley, until his retirement in 1980. For his contributions to forestry research, Dickinson was awarded the University's Outstanding Achievement Award in 1977.

J. Addison England, '31, Madison, Wisconsin, on January 6, 1986.

Edward Fride, '51, Duluth, on February 24, 1986. Fride, trial lawyer and senior partner of the Duluth law firm Hanft, Fride, O'Brien, Harries, Swelbar & Burns, was chief attorney for Reserve Mining Company in its thirteen-year legal battle with Minnesota and federal environmental officials. Fride was active in several national and international law associations.

Christian (Joe) Gislason, '39, Austin, Minnesota, in March 1986. A former public schoolteacher, Gislason became a cashier with the Farmers State Bank of Lyle, and later went on to become owner of the bank. Gislason was active in many professional and community organizations.

Harold Goldthorpe, '28, Washington, D.C., on February 19, 1986. A specialist in higher education with the Department of Health, Education, and Welfare, Goldthorpe served as an adviser on education to the State Department and to the ministries of education in Burma and Thailand until his retirement in 1966. He wrote several articles, book reviews, and reports for educational journals and was active in professional associations.

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George Grissom, '28, St. Albans, New York, on October 16, 1985. He retired in 1983 after over 50 years of dental practice in Queens, New York.

Jerome Hacher, '31, Phoenix, Arizona, on February 1, 1986.

Hildur Hollander, '29, Wayzata, Minnesota, on February 16, 1986.

Noble K. Jones, '16, LaJolla, California, on January 14, 1986. Jones, former editor of the *Minnesota Gopher* and business manager of the *Minnesota Daily*, was founder of the Jones Press, a Minneapolis printing firm. He was active in many professional and community organizations and was a member and soloist in several church and community choirs.

Ruth H. Kaslow, '27, New York City, in August 1985.

Philip Kjaglien, '28, Fergus Falls, Minnesota, on March 5, 1986.

Harris Knudson, '55, Las Vegas, Nevada, in December 1985. Knudson, an associate professor of radiology at the University of Nevada School of Medicine, served both as chief of radiology and as chief of staff at Southern Nevada Memorial Hospital. He championed the principle of equal access to quality medical care regardless of the patient's ability to pay and was instrumental in the transformation of Southern Nevada Memorial Hospital into a major metropolitan medical center with a university-affiliated residency training program. He served as president of both the Clark County Medical Society and the Nevada State Medical Association and was active in several professional organizations.

Eugene La Bissoniere, '49, Kaysville, Utah, on May 27, 1986.

Paul Louisell, '35, Duluth, on June 7, 1986. Louisell was a Minnesota assistant attorney general before opening his own law firm. He practiced law in Duluth for more than 40 years. Louisell was active in several professional and community organizations.

Arnold Lundberg, '83, Cedar Ridge, California, on March 9, 1986. Lundberg was proud to have completed his bachelor's degree in 1983 at the age of 70.

Frank Miller, '49, Hemet, California, on February 7, 1986.

Vernon X. Miller, '25, Salisbury, Maryland, on February 21, 1986. Miller, professor emeritus and former dean of the Columbus School of Law at Catholic University of America, served as a clerk to U.S. Supreme Court Justice Pierce Butler before beginning his career in law education.

Morris Nelson, '41, Stanley, North Dakota, on February 14, 1986.

Harold Odegaard, '20, Madison, Wisconsin, on February 20, 1986.

George Savage, '37, Mesa, Arizona, on January 17, 1986. Savage, a former instructor at the University of Minnesota Medical School, worked for 30 years as a microbiologist for Upjohn Company. He was active in several professional and community organizations.

Lynn Sheldon, '13, Penny Farms, Florida, on December 29, 1985.

Richard Swart, '21, Syracuse, New York, on May 27, 1986. A pioneer in the refrigeration industry, Swart held several patents and authored several refrigeration publications. He was director of development for the Allied Productions Division of Carrier Corporation from 1946 until his retirement in 1960, after which he served as consultant. He was active in several professional and fraternal organizations.

SPECIAL EVENTS



Kenneth Blanchard

The One-Minute Volunteer

Kenneth Blanchard, coauthor of the best-selling book *The One Minute Manager*, will be the keynote speaker for the Minnesota Alumni Association's Leadership Day on September 13. Blanchard will speak on volunteer leadership in the context of his "one-minute manager" approach to leadership.

The Alumni Association's Leadership Day is an event sponsored annually to provide a forum for the exchange of information and resources between the association and its alumni leaders, and also to present the Alumni Association's annual National Volunteer of the Year Award. University President Kenneth H. Keller will speak on "Commitment to Focus."

Registration for Leadership Day begins at noon in the lobby of the Lutheran Brotherhood Building, 625 4th Avenue South, downtown Minneapolis. Blanchard is scheduled to speak at 1:00 and 2:30 p.m.

For information or to register, call the Minnesota Alumni Association at 612-624-2323.

OCTOBER

- 8 **President's Club Dinner/Minnesota Campaign National Leadership Assembly**
Radisson Hotel South. For information, contact the Minnesota Campaign, 612-624-3333.

- 11 **Homecoming**
7:30 a.m.: Homecoming pancake breakfast, 5K run, parade, pepfest.
7:00 p.m.: Gophers vs. Northwestern.

Pregame Football Buffet
4:30-6:00 p.m., Minnesota Alumni Club, 50th floor, IDS Tower, downtown Minneapolis. For information and reservations, call 612-349-6262.

- 18 **Pregame Football Buffet**
4:30-6:00 p.m., Minnesota Alumni Club, 50th floor, IDS Tower, downtown Minneapolis. For information and reservations, call 612-349-6262.

- 23 **Dedication of the Archie Givens, Sr., Black Studies Collection**
Speaker: Gordon Parks. Hubert H. Humphrey Atrium, Minneapolis West Bank campus. For information contact Mary Hicks, 612-624-3333.

NOVEMBER

- 1 **Pregame Football Buffet**
4:30-6:00 p.m., Minnesota Alumni Club, 50th floor, IDS Tower, downtown Minneapolis. For information and reservations, call 612-349-6262.

CONSTITUENT SOCIETY EVENTS

SEPTEMBER

- 16 **Band Alumni Society Board Meeting**
7:00 p.m., 300 Morrill Hall, Minneapolis campus.
- 30 **Institute of Technology Alumni Society Full Board Meeting**
7:00 a.m., Normandy Inn, 405 South 8th Street, Minneapolis.

OCTOBER

- 3-5 **College of Biological Sciences Alumni Society Itasca Weekend**
A weekend in one of Minnesota's most beautiful natural areas, just a mile from the headwaters of the Mississippi in northern Minnesota. Costs for the event are \$40-65 per adult, \$20-35 per child, depending on choice of accommodations.

- 4 **College of Home Economics Financial Planning Session**
Call MAA for details: 612-624-2323.
- 7 **Band Alumni Society Board Meeting**
7:00 p.m., 300 Morrill Hall, Minneapolis campus.
- 8 **Education Alumni Society Undergraduate Student Reception**
Call MAA for details: 612-624-2323.
- 10- **Institute of Technology Class Reunions for Classes of 1936, 1946, 1961, 1976.**
Call MAA for details: 612-624-2323.
- 10 **Gold Club Team Meeting**
Call MAA for details: 612-624-2323.

College of Liberal Arts Reunion Luncheon for Classes of 1926, 1936, 1946
Keynote speaker: Minneapolis Mayor Donald Fraser.

Education Alumni Society Homecoming Emeriti Reunion for Classes of 1936, 1946, 1956, 1966
Call MAA for details: 612-624-2323.

- 17 **Institute of Technology Science and Technology Day**
6:00 p.m., Radisson University Hotel, 615 Washington Avenue SE, Minneapolis.

- 18 **Band Alumni Society Board Meeting**
7:00 p.m., 300 Morrill Hall, Minneapolis East Bank campus.
- 20 **M Club Board Meeting**
11:30 a.m.-1:15 p.m., Radisson University Hotel, 615 Washington Avenue SE, Minneapolis.

CHAPTER EVENTS

SEPTEMBER

- 10 **Kalamazoo Big Ten Alumni Event**
For information, contact Jerry Potratz, 616-344-8876.

NOVEMBER

- 1 **Boston Alumni Chapter Annual Meeting**
Speaker: Joy Viola, "Foreign Students at U.S. Colleges."



The Goldstein Gallery is celebrating its tenth anniversary with an exhibition of Paris fashions, "Paris in the Cities," organized by Margot Siegel, left, and Gloria Hogan, right.

HOME ECONOMICS

Bonne Anniversaire, Goldstein Gallery

You don't have to be French to be a French designer—you just have to "show" in Paris. And now you don't have to be in France to see the actual dresses and designs that made Paris the word in high fashion.

In conjunction with its tenth anniversary, the Goldstein Gallery is running an exhibition of famous French designers'

works from the late 1800s to the present. Called "Paris in the Cities," it features 25 dresses on display, most of which were designed at the turn of the century, the height of Paris fashion leadership.

Explaining the reason for many of the dresses' elaborate beading, lacing, and patterning, Margot Siegel, one of the exhibition's organizers, says, "Taste was not good. It was flamboyant. The more you put on, the richer you were. There was a nouveau riche mentality."

Siegel and co-organizer Gloria Hogan have been surprised by the number of items they were able to obtain from local residents. Many of the clothes were worn

by Twin Cities women. "A lot of people save things," Siegel says. Among the dresses are ones worn by Mrs. John Pillsbury, Mrs. Walter Lindke, and Mrs. Elizabeth Quinlan.

Quinlan, of the Young-Quinlan Department Store, played the most important role in bringing Paris fashion to the Twin Cities. Visiting Paris 58 times, she acquired the title "Merchant Princess of the Midwest," Siegel says.

Hogan and Siegel were also impressed with what the Goldstein Gallery had at its disposal. "We were surprised at the quality in such a small jewel of a gallery. We have everything—even a Worth," says Siegel.

Worth, who was actually British, is considered the father of Paris fashion. He started the designer label in his shop on the now-famed Paris fashion street, Rue de la Paix. His pupils were to have the most famous names in French fashion—Poiret and Doucet among them. The gallery has obtained their designs as well.

The exhibition will also include a lecture series, and a gallery fund raiser on October 19 will allow major donors to preview the exhibition.

"Paris in the Cities" is the idea of Joanne Eicher, director of the Goldstein Gallery and head of the department of design, housing, and apparel. A year ago, she asked Siegel and Hogan, owners of Minneapolis public relations firm SHE, to organize it. Former reporters for *Women's Wear Daily*, they have found the task a learning experience. "We didn't know that much when we started," Siegel says.

Both Siegel and Hogan are directors of the Minneapolis-St. Paul Fashion Group. Siegel is the founder of the Friends of the Goldstein Gallery, and Hogan is one of its past presidents.

The exhibition is being underwritten by J. C. Penney and Company in cooperation with *Twin Cities* magazine. The Goldstein Gallery is located in McNeal Hall, 1985 Buford Avenue, St. Paul. For more information, call 612-624-7434.

MORRIS

Smart Money Picks Morris

Money magazine recently named the University of Minnesota, Morris (UMM), as one of the top ten public liberal arts

colleges in the country. *Money* describes these ten colleges as small schools that offer a solid education without the price of a status label. For example, a year at Morris costs \$8,600 for out-of-state undergraduates; next year, Harvard will cost \$17,000 a year.

The article says that the small size, diverse student body, high entrance standards, and opportunity for undergraduate students to work on research projects with professors give Morris and the other schools named in the article an "Ivy twist."

"Thirty-eight percent of our freshmen were in the top 10 percent of their high school class," says Robert V. Kander, Morris's director of admissions and financial aid. "Many colleges would like to say that, but it's not possible. That's where our size is such an advantage."

Located 150 miles west of the Twin Cities, UMM used to be an agricultural high school. Then, in 1959, it became "the University of Minnesota's small-college alternative to big-city life," says Elizabeth Blake, UMM vice chancellor and dean of academic affairs. More concretely, UMM was modeled after Minnesota's reputable small colleges, such as Carleton and St. Olaf.

Surprisingly, 10 percent of UMM's 1,682 students are minorities, many of whom come from Chicago. "We do a lot of research before we recruit," says William Stewart, director of student services. "And when we do recruit, we tell the kids the truth: that it's a small, rural campus, and that they can expect a cultural shock."

But UMM doesn't make it easy for these students or other students to get in. "Morris's acceptance rate (90 percent) is misleadingly high," *Money* reports, "because the admissions material asks a student to plug his or her high school class rank and scores on standardized tests into an equation; if you don't meet Morris's standards, you're discouraged from applying."

Morris's best departments are art, geology, music, philosophy, psychology, and theater, reports *Money*.

Money polled educational associations, high school guidance counselors, and college professors across the country to arrive at its list of top ten. The chosen schools had to have a selective admissions policy, an emphasis on undergraduate education, residential campuses, a high proportion of out-of-state and international students, and tuition fees that reflect excellent value.

Other schools that *Money* chose as "up-and-comers" include James Madison University; State University of New York at Geneseo; University of Massachusetts; Trenton State College; Appalachian State University; Northeast Missouri State University; and Northern Arizona University.



The Hubert H. Humphrey Center fosters "serendipitous coordination": spontaneous interaction, accidental meetings, and plenty of conversation.

PUBLIC AFFAIRS

This Is Dedicated to a Public Man

The Hubert H. Humphrey Center was dedicated in the way that would have pleased its namesake most: with talk. May 26 and 27—two days of speeches, seminars, discussions, and stories told in memory of the late Minnesota statesman, who would have been 75 years old May 27—marked the official opening of the University's new West Bank building, housing the Hubert H. Humphrey Institute, portions of the School of Management, and the Center for Urban and Regional Affairs (CURA).

The building also includes a 50,000-volume public affairs library; study, conference, and seminar rooms; classrooms; a cafeteria; and private dining rooms, and it will include a commemorative exhibit dedicated to Humphrey. The institute is seeking to raise \$7 million, including \$1.5 million for the commemorative exhibit, to expand its endowment. When completed, the commemorative exhibit will include a 50-seat orientation room/mini-theater, miniversions of the Humphrey drugstore and U.S. Senate chambers, a history wall and an images-of-history photographic exhibition, and audiovisual tapes of Humphrey.

The two-day program included an open house and tours, dedication ceremonies, tributes from former Minnesota gov-

ernors C. Elmer Anderson, Orville Freeman, Elmer L. Andersen, Karl Rolvaag, Harold LeVander, Wendell Anderson, and Albert Quie; U.S. Senator David Durenburger; W. Harry Davis, assistant vice president of the Cowles Media Company; Minneapolis Mayor Don Fraser; and Governor Rudy Perpich. Songs from *Hubert*, a new musical about Humphrey to be produced on Broadway, premiered at the event, and sixteen colloquiums featuring many special guests and panelists were conducted by institute faculty, fellows, and students and staff members of CURA.

A number of awards were presented during the ceremonies, including the Regents' Distinguished International Service Award to Mostafa Tolba, executive director of the United Nations' Environment Programme; the institute's Award for Distinguished Public Leadership in America to Ambassador Max Kampelman, head of the U.S. delegation to the current arms negotiations in Geneva; the institute's Alumni Award for Outstanding Leadership to Paul Ylvisaker, Charles William Eliot Professor of Education at Harvard University; and the Hubert H. Humphrey Medal to former U.S. vice president Walter Mondale.

Mondale, one of the many speakers during the dedication ceremonies, said that public service, in which Humphrey believed deeply, has been viewed recently with disrespect. Mondale told his audience of institute students that "you must restore the respect and the prestige of public service so that others will follow. [If you do that] there will be one person looking down on you and smiling. And for those of you who never saw Humphrey's smile, it was an awfully nice one."

During the ceremony, senators and former governors, poor people and street people, students and professors all mingled together in the center—just the way Humphrey's family and friends said he would have wanted it. The building was designed to maximize spontaneous interaction and encourages accidental meetings that allow people to talk things over in a way that the institute's dean, Harlan Cleveland, calls "serendipitous coordination." In this building, he says, "we don't want the scholars to become in any way disconnected from the variety of people who gave Hubert Humphrey strength and inspiration."

The Forum, a three-story, skylit atrium modeled after the Roman forum, serves as the institute's major assembly place and symbolizes this openness. A cascading staircase of theater boxes at varying levels provides seating space for students, professors, and others meeting to do what Humphrey loved to do: talk.

That, in itself, would have been enough to please the late statesman.

SCHOOL OF MANAGEMENT

Business Week in Review

School of Management students are accustomed to dealing with big numbers, but they are not often offered \$18 million while eating chicken.

By earmarking the majority of his \$25 million gift to the University for the School of Management, Curtis L. Carlson, '37, made the school's Business Day dinner a memorable event. Carlson was the featured speaker at the April 17 program, held at the Radisson University Hotel. The dinner event was the highlight of the 26th Annual Business Week Program, a series of events hosted by the school's student organizations.

Carlson, board chair and sole owner of the \$3-billion-a-year Carlson Companies, gave \$1 million to the University in 1980 to help fund the Hubert H. Humphrey Institute of Public Affairs. At the request of University President Kenneth H. Keller, he is now chair of the Minnesota Campaign, the largest three-year fund-raising drive in the University's history.

In his Business Day address, Carlson stressed corporate responsibilities for higher education and the importance of investing in the new generation of leaders.

"Private support of education is a message to our children," Carlson said. "It says that the private sector—individuals and the business community—recognizes the need to invest in the next generation of leaders. The Minnesota Campaign . . . says to our children and grandchildren that the private sector wants to correct some of the generational inequities that have been created.

"If we want to compete in the world marketplace, we need quality education. Those of us who benefit from public education have an obligation to return something to public education."

Focused around the theme "Business Ethics: Black and White or Shades of Gray?" Business Day events included workshops on topics such as codes of ethics for Third World marketing, corporate takeovers, white-collar crime, privacy, bankruptcy, marketing, and career planning.

In the session on the ethical dilemmas of managers, the conflicts between supervisors, subordinates, and coworkers were discussed by Mario Bognanno, professor and chair of the department of industrial relations in the School of Management; Karen Hawley, quality assurance manager of the Underseas Systems Division of Honeywell; and Ray Lappegaard, vice president of the J. L. Shiely Company.

American responsibilities in interna-

tional business was the focus for another session led by Douglas Petty, manager of international program development of Land O'Lakes; Edward J. Roach, vice president, international controls of Honeywell; and Jann Olsten, attorney for Robins, Zelle, Larson & Kaplan. The panel discussed the social and economic responsibilities that their businesses have in the developing countries in which they operate, and concluded that these responsibilities grow proportionally with the companies' success. As the number of transnational and multinational firms operating in developing countries continues to increase, the issue of corporate responsibility and business ethics takes on new meaning.

During the session on career planning, professionals spoke on the culture—the values and politics—of an organization and on how to determine whether the organization's culture is compatible with a student's own values. The panelists included Rose Agnew, manager of international training and development at Honeywell; Judith Baker, director of human resources at Cray Research; and Paul MacAdam, editor and speechwriter at Honeywell.

The conference was sponsored by more than 60 area corporations. "Business Day was started in 1960 to improve the linkages and the communication between the school and the management community," says Preston Townley, dean of the school, "and that's still really the key interest of the program.

"Each year the speakers, workshops, and other activities center around a theme picked by management students. The organizers have focused on events that can draw the business community's and the faculty's interest.

"It was just," says Townley, "a very good day."

WASECA

The Professor in the Dell

William Anderson, professor of agronomy at the University of Minnesota, Waseca (UMW), will be working on the Paul and Mayone Byron farm in rural Waseca during the fall quarter to improve his teaching relationship with rural students. Anderson is one of a growing number of agricultural faculty who did not grow up on a farm. "I'm very much a pioneer in terms of agronomic instruction in this country by someone with a non-farm rearing," says Anderson, who grew up in Columbus, Ohio. "When I entered the agronomic teaching profession, virtually none of my colleagues were from urban areas. Now, many of the instructors I converse with at national meetings

... have nonfarm backgrounds.

"I believe I owe it to myself, my colleagues, and the administrators of non-farm faculty to find out whether or not farm experiences such as the one proposed will enhance my skill level, student rapport, and experience such that I can be more effective in the classroom."

Anderson says his farming weaknesses fall in the areas of farm records, grain handling and storage, marketing, and machinery operation, maintenance, and repair.

Through a new program called Faculty Industry Experience, Anderson got his first real taste of farming this spring on

Bernie and Jeanette Russenberger's farm, where he helped with the spring planting on a part-time basis. Monday, Thursday, and Friday of each week, Anderson got up with the chickens to begin work at 5:30 a.m., and the day didn't end for him until 6:00 p.m.

The purpose of the Faculty Industry Experience is to enable UMW faculty and academic professional staff to gain a greater understanding of the agricultural industry through appropriate experiences to enhance student instruction. A long-term goal of the program is to have all faculty participate in the program at least once every five years.

INDUSTRIAL RELATIONS

Working for Consensus on Unemployment Insurance

In January 1985 Minnesota Governor Rudy Perpich established the Governor's Task Force on Unemployment Insurance to find a way to balance the state's unemployment insurance fund. In February, six weeks later, the task force, headed by Mario Bognanno, director of the University's Industrial Relations Center, returned the majority's report to the governor while the minority issued a dissenting report.

The task hadn't been an easy one. Bognanno and his task force colleagues had spent many nights attempting to reach a consensus on the delicate question of unemployment insurance. But even though group members had reflected the fractured political climate in the state and ended up returning two differing reports to the governor, the final task force recommendations—which did not receive sufficient support in the Republican-dominated House and Democratic-dominated Senate this time—were supported by the governor and may find their way into future legislation.

The task force's business representatives, Edward Dirkswager of Group Health, Inc., and John Norlinger of Delta Industrial, ultimately joined with Bognanno to make up the majority group. They concluded in their report that moderate benefit cuts to jobless workers and selective tax increases for employers should be part of any new legislation aimed at eliminating the current debt in the state's unemployment compensation fund and should also ensure subsequent fund solvency.

The majority task force recommended the following:

- After the changes in benefit eligibility rules, a worker would be eligible for benefits if he or she earned at least \$1,300 in one of the first four of the previous five quarters, and at least \$520 more over three of the remaining first four quarters.

- Workers would have a three-year cap in maximum weekly benefits at the current \$228 per week—the nation's third-highest top benefit—after which the maximum benefit should be allowed to escalate, but at a slower rate than provided under the current law.

- Employers who have made layoffs within the last five years would be required to pay a 10 percent "solvency tax" in any year in which the balance in the state's unemployment compensation fund is less than \$50 million on December 31. There would also be an increase in the tax rate for employers with the greatest layoff histories, from the current 7.5 per-



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cent to 8.5 percent. Relative to surrounding states, the 8.5 percent maximum tax rate would be higher than North Dakota's, equal to Wisconsin's, and less than Iowa's and South Dakota's 9 percent maximum. Also, the minimum tax rate would be reduced from 1 percent to .8 percent for employers who have no unemployment experience.

The two dissenting labor representatives, Robert Killeen of the United Auto Workers and Jordan Richardson of the Laborers' International Union of America, argued that no benefit cuts are acceptable in the current economic climate and called the majority recommendations "unbalanced." "[The unemployed] are the people in need," Killeen's report reads. "[The legislators should] bring some compassion and understanding to those in the food and unemployment lines before voting to shift even more onto the backs of the unemployed and underemployed."

To the critics of the task force, Richardson's and Killeen's dissenting opinion was just another indication of the futility of any task force's attempt to reconcile the widely diverging opinions within the state. Some skeptics thought that the task force would never be able to make a report at all.

"We were all skeptical," Bognanno recalls. "But with some persuasion, we agreed to work on this."

"We worked hard; I'm sure we put in more than 100 hours each, because we knew such an effort would be required in order to succeed. When we finally finished the report, I think we surprised a lot of people."

From the outset, Bognanno says, the task force members agreed to try to the best of their abilities to come up with a report governed by standards of fairness and tax equity. "But the difficulty of imposing strict guidelines on ourselves was that we knew from the beginning it would be hard to maintain consensus," Bognanno says. "The legislators in the house seemed to view unemployment insurance as a welfare program and not as a program designed to provide the safety net for people who have lost their jobs without any fault of their own. We had these Republican representatives advancing extreme proposals and the local business community advancing more moderate proposals. The state labor movement did not seem to want any major adjustments in the statutes at all."

"It was really an uphill battle to fashion an employment policy when faced with these configurations."

The task force finally did come up with a proposal, which both cut benefits and raised taxes, but failed to generate a basis for support from Richardson and Killeen. "They didn't sign with the majority in the ultimate filing," Bognanno says, "but they

both provided insight and direction to the final report, and their feelings and sensibilities are included in the recommendations. They could not ascribe to the part of the proposal influencing benefit levels, such as the capping of the maximum weekly benefit amount. In my view, in a less fractured political environment, both of these members may have been willing to sign on."

In spite of the split within the task force, the governor endorsed their report, and Bognanno believes that their proposal will be part of a future unemployment insurance bill that will eventually be enacted by the Minnesota state government. A bold statement—but then, as

Bognanno puts it, the task force had been a courageous group. "We stayed away from political rhetoric and dogmatism," he says. "Even though our charge was difficult, the differences that existed among the task force members were not as great as you might think. These people should be congratulated for their effort at resolving a difficult problem."

This column was compiled by Becky Austin, an informational representative at UMW; and Alia Yunis and Bjørn Sletto, Minnesota interns and students in the School of Journalism and Mass Communication.



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Crookston, Waseca Top Goals

Marilyn Carlson Nelson

Why is a Smith graduate with an active family, a bank to run, three corporate boards to sit on, and an economic roundtable to direct devoted to raising \$300 million for the University of Minnesota?

Don't expect a glib answer from Marilyn Carlson Nelson, chair of the Minnesota Campaign Relations Committee and daughter of Curtis L. Carlson, chair of the Minnesota Campaign.

"Part of being successful is recognizing unique opportunities to make a difference," says Nelson. "The Minnesota Campaign is an extraordinary opportunity to strike a blow for public education, for focused academic energy, for the state of Minnesota, and in the final analysis, for freedom, democracy, and America's place as a world leader."

"My experience at Smith College



taught me to deeply value education as a contributor not only to personal quality of life but to communal quality of life. Talent is distributed blindly among individuals from various socioeconomic backgrounds, and the public education system is the key to maximizing that talent on behalf of all of us.

"I felt I had no choice but to become a part of the Minnesota Campaign."

Nelson's community service has earned her dozens of honors, including being made a first-class member of the Royal Order of the North Star by King Carl Gustav XVI of Sweden for her work in chairing the Scandinavia Today program.

Jerry Shepherd

Getting 100 percent of the University's faculty and staff to participate in the Minnesota Campaign is the goal of William "Jerry" Shepherd. Shepherd, Regents' Professor Emeritus of Engineering, was asked to chair the faculty/staff drive by campaign chair Curtis L. Carlson. Other members of the committee are Phillip P. Allen, Waseca; Wendell D. Johnson, Crookston; George Rapp, Jr., Duluth; W. Donald Spring, Morris; Vernon Cardwell, St. Paul; Marilyn Gorlin, Minneapolis civil service; and W. Phillips Shively, Minneapolis.

Shepherd earned a B.S. in electrical engineering and a Ph.D. in physics from the University in 1933 and 1937, respectively. He became a professor of electrical engineering at the University in 1947 and has also served as associate dean of the



Institute of Technology, head of electrical engineering, and director of the Space Science Center. Before joining the University staff, Shepherd worked for Bell Telephone Laboratories, where he helped develop the Pierce-Shepherd Tube, which affected U.S. radar capabilities during World War II.

Response to the campaign has been especially good on the coordinate campuses. At Waseca, all 260 employees have been personally solicited, and 86 percent have responded—approximately 11 percent at the \$1,000-or-more level.

At Crookston, more than \$95,000 has been raised, surpassing the initial cam-

paign goal of \$57,000. Approximately 25 percent of those contributions have been at the \$1,000 level and above.

Coming Home

Minnesota Campaign regional leaders from across the nation will return to campus for homecoming to join with University deans and administrators in a celebration of their partnership to raise \$300 million for the University.

The Minnesota Campaign National Leadership Assembly is scheduled for October 8, during University homecoming week, at Radisson Hotel South and coincides with the annual President's Club dinner. Marilyn Carlson Nelson is organizing the event.

"The importance of the deans' involvement in the campaign becomes clear when you realize how much we're counting on them," says Russell Bennett, chair of the campaign's executive committee. A substantial percentage of the campaign goal will be raised by the collegiate units headed by the deans, who will use money raised to improve their programs.

University deans will host receptions for their college or school and invite alumni leaders, friends, volunteers, and distinguished faculty members. Following the receptions, the deans and their guests will join members of the President's Club and other distinguished guests to pay tribute to the top 100 supporters and regional leaders of the campaign.

Count Down

Since January of 1985, 44 endowed faculty positions have been created with private gifts matched by Permanent University Fund dollars. Curtis L. Carlson, '37, designated \$5.5 million of a \$25 million gift for three chairs and four professorships for the School of Management, including the Carlson Chair in Entrepreneurial Studies and two chairs for the College of Liberal Arts: one in economics and one in political science named for his wife, Arleen. Other chairs and professorships include the following:

- The Harvey L. Anderson Endowed Professorship in Dental Biomaterials, established by the 3M Foundation and 3M Dental Products to recognize retired 3M corporate scientist Anderson, who supervised the company's first experiments in dental materials.

- The William F. Dietrich Land Grant



Chair in Fundamental Molecular/Cell Biology in the Basic Sciences for the Medical School, established by Dietrich, former president and chief executive officer of Green Giant.

- The Fesler-Lampert Chair for the Graduate School, for multidisciplinary studies and teaching, created by David Fesler, a 1950 graduate of the School of Management, to honor the Jacob Lampert and Bert Fesler families.

- The David E. Edelstein-Thomas A. Keller, Jr., Endowment in Creative Writing for the College of Liberal Arts, established by a joint gift from Ruth Easton of Los Angeles and the Thomas Keller family of Minneapolis, in memory of University alumni Thomas Keller, Jr., and David Edelstein, Easton's brother.

- The Donald W. Hastings Chair in Psychiatry, created for the Medical School by psychiatry associates to honor the former head of the psychiatry department and chief of staff of University Hospitals.

- The Visiting Professorship in Chemical Engineering and Materials Science for the Institute of Technology, established by George Piercy, '38, former senior vice president of Exxon Corp.

- The Erwin M. Schaffer Periodontal Research Chair, established in honor of Schaffer, dean of the School of Dentistry from 1964 to 1977.

- The Nelson Land Grant Chair in Mechanical Engineering, established by a gift from Richard K. Nelson, '52, '53, a software specialist at Cray Research, and Barbara L. Nelson. Barbara Nelson has a B.A. from Augsburg College and a B.S. in elementary education from Macalester College.

- The McKnight/Land Grant Professorships. Twenty-seven three-year junior faculty positions will be established and will be awarded to junior faculty members for research expenses.



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He Means Business

BY PAUL BERNSTEIN

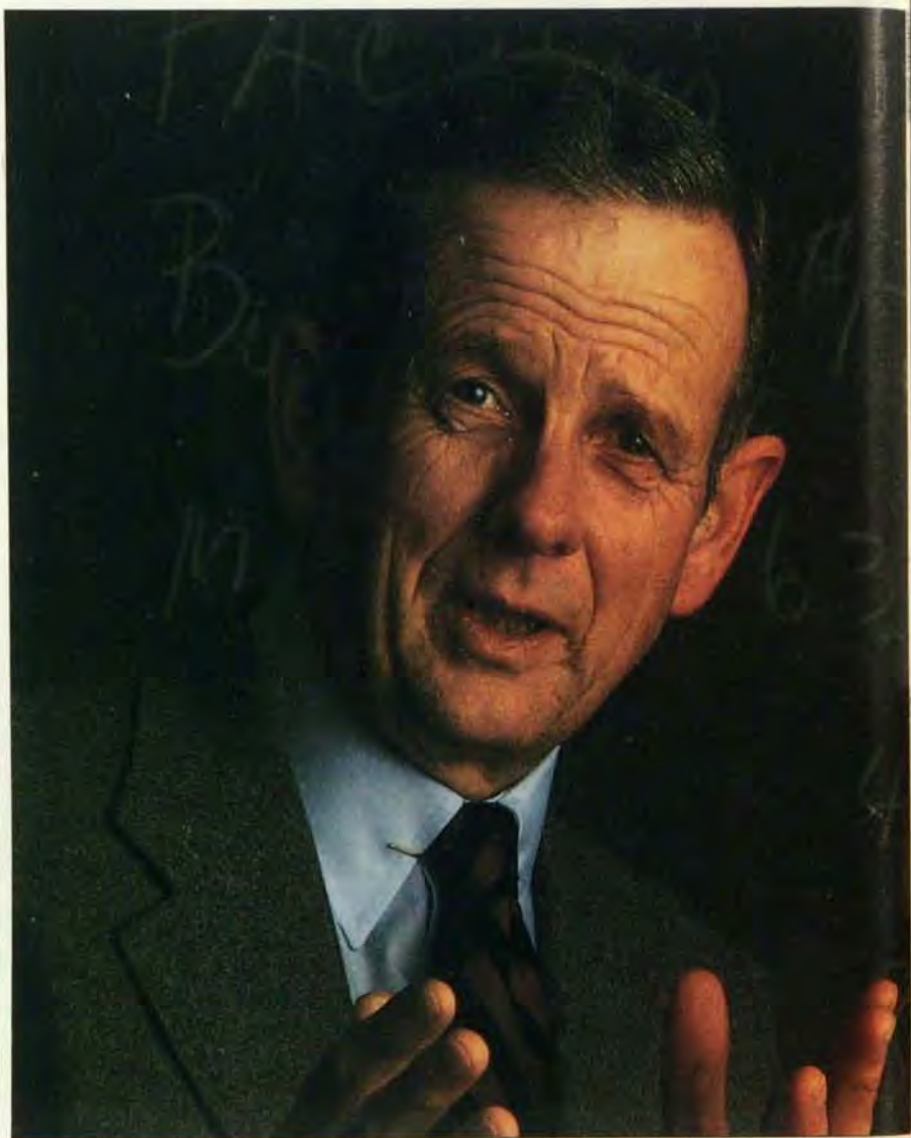
Robert Jaedicke has never been in business for himself or headed a major company. He does not dress for success, win by intimidation, or possess a bone-crushing handshake. But he got into what he refers to as "a growing company" early and rose to the top. Jaedicke, a 1957 Ph.D. from Minnesota's business administration department, is dean of the Graduate School of Business at Stanford.

Actually, it's not unusual for a professor of business to have no direct experience in business. There are other ways—perhaps better ways, says Jaedicke—to learn about business, because business does not always know why what works works.

Although Jaedicke's students are impatient to learn the nuts and bolts of corporate management, he would rather teach them theory. Given the choice, most students would rather know how to make a million dollars in five years, but Jaedicke thinks his approach is sounder in the long run. "We want to say to a student, 'Look, you have two years. What you ought to do is get yourself an educational base from which you can learn for the next 30 years. It seems to us that you should concentrate not on the question of how to make a million dollars in the stock market. The market is going to change, and what you want is the ability to keep understanding that market as it changes. Otherwise, if you make the million in the first five years, you're okay, but if you don't, you're all washed up.'"

Jaedicke got into academia after leaving the air force and has been there ever since. He taught his first class as a senior in college at the University of Washington and stayed there for his M.B.A. He was attracted to Minnesota by its strength in economics and because it was just beginning to offer a Ph.D. in business. Minnesota was equally impressed by him, offering him a position on the faculty when he finished. He stayed there five years, until the preeminent business school, Harvard, lured him away.

Unlike most schools that teach business through accounting or economic departments, Harvard had been in what Jaedicke calls, with only a hint of amusement, "the M.B.A. business" for close to 70 years. Teaching students whose primary purpose for being there was a successful career in business meant some reorientation, if not reeducation. Psychologists and sociolo-



The philosophy and ethics of business are what appeal to Robert Jaedicke, '57, dean of Stanford's Graduate School of Business, one of the top schools in the country.

gists were joining the economists and accountants in an approach that stressed analysis over mere description.

That's not what they were teaching when Jaedicke went to business school.

"The added dimension changes the way you think about the field and the teaching. Instead of auditing, C.P.A. reviews, taxation, cost accounting, you find the whole philosophy is what is useful to the manager. If you talk about financial accounting, sure, you want them to know some accounting, but you also want them to be thinking in terms of their responsibility to disclose financial information to the investing public."

In 1958 a businessman named Ernie Arbuckle became dean of the Stanford Business School. He was one of the first businessmen to enter the academic world of business education, and he started making some exciting changes. When he traveled east to learn all he could about the business of business education, he took much of that world by storm, including Robert Jaedicke.

"When you met this man, you very quickly forgot where he came from. You were just attracted to the individual. I think his opening question to me was 'Gee, what would you like to do for the next ten years? What are your interests?'"

don't know that anybody ever asked me that before. I was 27 at the time, and that approach had a lot of appeal. It was clear things were going to happen out here."

Jaedicke was soon asked to direct the Ph.D. program, which he did for five years. "I think I could have waited ten or fifteen more years for that opportunity if I had been in a more mature school."

In 1970 he became associate dean for academic affairs, and in 1983, dean. When he first began teaching, there were 6,000 M.B.A.'s in the country. Now there are 70,000. The M.B.A. became the young professional's ticket to success in the late 1970s, and though the word *glut* is now on everyone's tongue, Stanford continues to get 5,000 applications a year for the 320 spots in its class. "There's certainly plenty of demand for *our* graduates," he says, without the snobbishness the words suggest. "Nationwide, the job market must be softening. It certainly hasn't softened enough yet to make people not want to go to M.B.A. school."

As the parade to business schools continues, a shortage of faculty has become a pressing concern. Although there are ten times as many M.B.A. students and M.B.A. programs as there were ten years ago, the pool of faculty has not increased. Because the M.B.A. is primarily directed

at a business career, M.B.A. programs produce few candidates for the Ph.D. program. Business school deans worry about things like that. Laments Jaedicke, "It's the number-one problem in business education."

Others might put different concerns at the top of the list. Doesn't success in business depend on learning what goes beyond that boring financial theory stuff? For example: When can you wear a yellow tie? Should you let the boss win at racquetball? What's the best way to ask for a raise? Should you part your hair on the left or right? Charisma, power, charm—isn't that how you make it to the top?

The predictable business school dean answer: "I don't think it's any substitute for ability. You can certainly find chief executive officers who are very articulate, very—if you like—smooth; but they're usually also very damned smart."

Can the smoothness be taught? "I don't know. We have spent a lot of time trying to build into the M.B.A. program a communications skills program. Group and individual presentations with taping and playback consulting facilities. Sharpen up their speaking and presentation. We have courses in interpersonal dynamics. We even have a course called

Power and Politics. There's a lot you can teach, but I don't know if it's smoothness. If they're going to become good golf players, they're probably going to have to do that as undergraduates."

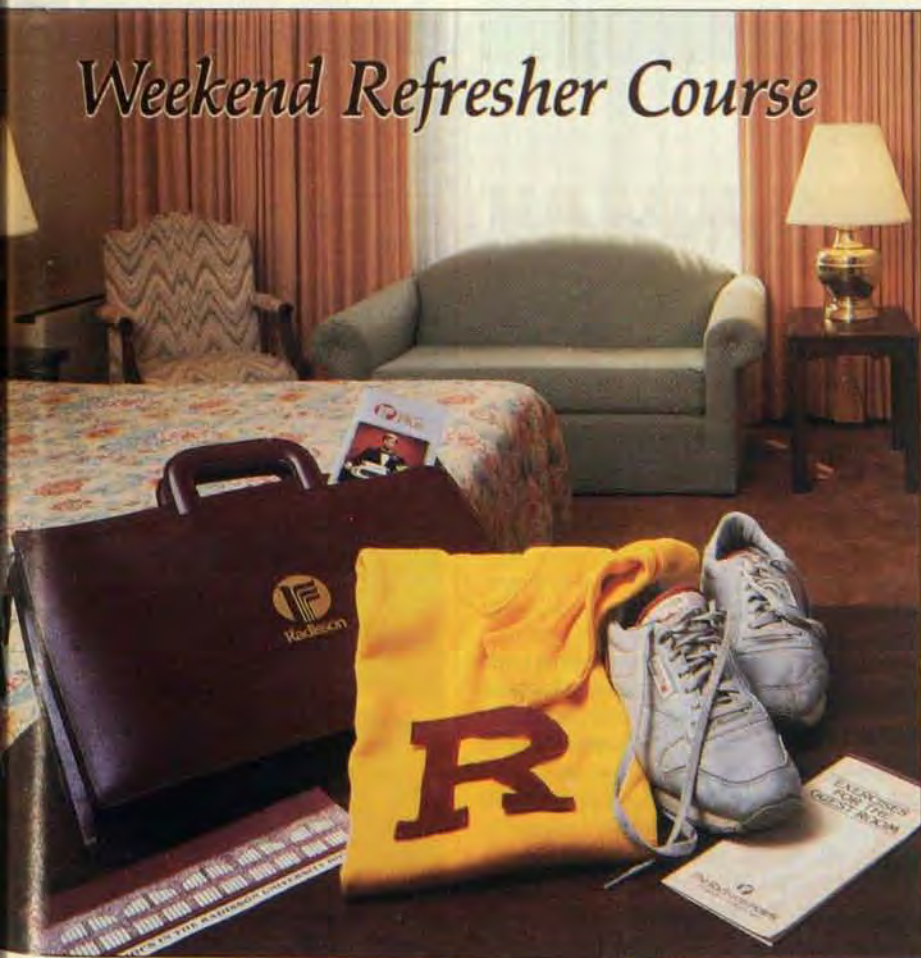
What he would rather teach is a developing field he calls Business and the Changing Environment. How did Johnson & Johnson handle the Tylenol situation? How does a company handle the decision to close a plant when the decision might destroy a town's economy? "You can help profits in the short run but hurt them in the long run. There is a much greater effort in the business schools to get students to confront those issues."

Jaedicke figures he's good for five more years in the dean's office. "I have a strong conviction that deans ought to retire after ten years or so for the good of the dean as well as the good of the school. I want to go back to the faculty for a meaningful period of time before I retire."

Though he has taught business for some 30 years now and sits on the boards of five companies, he still has no inclination to go into business for himself. "Basically I'm still an academic. Maybe I'm not enough of a risk taker."

Paul Bernstein is a San Francisco freelance writer.

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Inside News

BY BRIAN OSBERG



Athletic Task Force

In the wake of last winter's incident involving three Gopher basketball players and the release of Big Ten statistics showing low graduation rates for University athletes, University President Kenneth H. Keller formed a 22-member task force to study the athletic program. In a report issued after three months of deliberation, the task force presented an "agenda for change" in intercollegiate athletics. The task force addressed a broad range of issues, including recruiting, scholarship, athletic eligibility, and academic integrity. The following are some of the key recommendations made to President Keller:

- Require a minimum cumulative grade point average of 2.0 to retain eligibility, which is higher than the 1.75 set by the Big Ten conference.
- Provide five years (instead of four) of grant-in-aid to all athletes to permit time for graduation.
- Limit the length of the sports season and traveling distance to minimize time away from classes.
- Establish a compact between the University and the athlete, outlining their respective responsibilities and obligations.
- Urge the NCAA to make freshmen ineligible in football and men's basketball.

The Assembly Committee on Intercollegiate Athletics, a standing faculty/student committee overseeing athletics, has endorsed the report and has acted on some of its recommendations. President Keller has also established and is chairing a six-member management committee to prioritize and implement the task force's recommendations.

Gopher Fund Raising

In the early 1970s, the University men's athletic program was "broke," according to Tom Barron, director of the University of Minnesota Williams Fund. "We had to scramble to raise money for the golf team's trip to the NCAA after winning the Big Ten championship," Barron says.

It was then that the University created the Williams Fund to provide financial support for men's athletics through fund-raising efforts. The Williams Fund was designed to complement the Williams Scholarship Endowment Fund, set up in 1949 to provide financial aid to athletes achieving a B average. The men's program relies on these funds plus revenue from basketball, football, and hockey, and proceeds from radio and television coverage. It does not receive any financial support from the state legislature or student fees.

According to Barron, the financial difficulties of the last decade are over. Public interest has been renewed, evidenced by increasing football ticket sales and the Williams Fund's having met its goal of \$800,000 during the past year.

The goal for this year is \$1 million. The fund-raising efforts include direct contributions from corporations and individuals and more than twenty golf and tennis tournaments throughout Minnesota.

September 6 the Williams Fund will conduct its first auction and dinner at the Prom Center in St. Paul.

The women's athletic program established the Patty Berg Scholarship Fund in 1975 in honor of the famed golfer. Although the women's program does receive financial support from the legislature, it does not have the advantages of revenue sports and media proceeds. More information is available from Jeanette Link at 612-624-5347.

Gopher Notes

Led by sophomore sensation Andrea Gonzalez, the women's volleyball team begins its home schedule against Iowa September 24. Gonzalez, a native of Argentina, was named to the all-Big Ten first team as a freshman and was ranked among the top twenty hitters in the nation.

It's all in the family: Shelley Brown, junior gymnast who won the Big Ten all-around title, is the daughter of Bill Brown, former Minnesota Viking running back. Ron Goetz, a Gopher football recruit from

Waconia, is the brother of Rochelle Goetz, who is on the women's volleyball team. Pam Miller, who was named to the second all-Big Ten volleyball team last year, will be joined by her sister, Lori, a top recruit from Illinois.

Alumni News

Bruce Smith, University football great and 1941 Heisman winner, and John Mariucci, all-American hockey player at the University in the 1930s, were inducted into the Minnesota Sports Hall of Fame this past spring. Smith's father, Lucius, age 94, played in the 1986 Bruce Smith-Williams Fund golf tournament in Faribault, Minnesota, in June.

The Fahnhorst brothers, Keith, '78, and Jim, '81, former Gopher football stars, are now playing together on the San Francisco 49ers. Karl Mecklenburg, a twelfth-round draft choice from the University in 1983, was a member of the 1985 All Pro team. Mecklenburg plays defensive lineman for the Denver Broncos. Kerry Glenn, '84, is another late draft choice who is doing well in the NFL. Glenn is a member of the New York Jets along with running back Marion Barber, '80, who is captain of the special teams.

Brian Osberg, '73, '86, is a Twin Cities freelance writer.



A New Testament

BY DAVID HRBACEK

This promises to be a very exciting season for the Gophers under new head coach John Gutekunst. The team made great strides last year, posting a 6-5 record and finishing fourth in the Big Ten in total defense.

But Gutekunst isn't satisfied. "The goal has to be to go from the step of what I thought we were last year, which was a pretender, to a contender," he says.

Spring practice went well. "The thing that makes me optimistic is, I think our older kids set the intensity level," he says. "They're hungry; they're going to play together and be in condition and give us a chance to be successful."

This year's squad will be an experienced one, with 42 lettermen returning, including seven starters on offense and nine on defense.

Offense

Lou Holtz is gone, but his wishbone formation and option offense remain in the capable hands of offensive coordinator Larry Beckish, who served under Holtz and stayed at Minnesota.

The offensive line, anchored by senior center Ray Hitchcock, is the strongest point. But the biggest concern is the health of junior quarterback Rickey Foggie, who had stress fractures in both legs last year.

"He's better now than he was at the beginning of last season," Gutekunst says. "He has some soreness, but no pain." The coaching staff kept him out of heavy drills last spring to help his recovery. "We haven't finished either year [1984 or 1985] with a healthy quarterback. That's going to be critical this year," Gutekunst says.

There will be a slight change in the offense with the development of the short passing game, "which we have not been very good at," Gutekunst says. He explains that other teams will be better against the option this year because they've had more exposure to it. "We'll try to simplify the passing game, but also become better at the short passing game, which will take some pressure off the running game," Gutekunst says.

Defense

This year's defense should be the best the Gophers have had in many years. Gutekunst, who produced the second-best defense in the country overall at Virginia Tech, is building one that could be one of the top three in the Big Ten this year. The



Leading the 1986-87 Gophers are senior center Ray Hitchcock and junior quarterback Rickey Foggie.

strength will be the secondary, with all four starters returning. They'll be led by senior free safety Donovan Small, the defensive most valuable player in last year's Independence Bowl. "Small is as fine a safety as I have coached," Gutekunst says. "He was outstanding through all eleven games last fall."

Other players expected to make big contributions include senior linebacker Bruce Holmes (second-leading tackler last year), senior defensive tackle Anthony Burke, and senior Larry Joyner (he'll play either strong safety or defensive end).

Gutekunst will be creative on defense, as he was last year. "We ran some of the things Buddy Ryan [defensive coordinator for the Chicago Bears last year] ran last year—killed Purdue with it," he says. He plans to use different formations and blitzes.

Kicking Game

Kicking may be the team's weakest point. "Our punt return team was terrible last year—dropped four punts. We've got to improve on that," says Gutekunst. The biggest problem is replacing Adam Kelly, who did well his last two seasons. The good news is that kicker Chip Lohmiller (28-of-29 in extra points and 13-of-16 in field goals for a total of 67 points) is returning. Gutekunst worked heavily on the kicking game during spring practice. "We must get better in almost every phase of that game if we are to improve in 1986."

"To sum it up, this should be a good year for Gopher football. The other teams in the Big Ten know we're for real, and this may be the year when we bring home both the Little Brown Jug [from Michigan] and Floyd the Pig [from Iowa]."

Falling Stars

BY LYNDA W. WARREN

The quest for a sense of personal worth and competence, so critical to children, remains of central importance throughout our lives. So important is this search that the belief that one's life has little value or meaning can result in a decision to kill oneself. Although suicide may seem a depressing topic, it took on special significance in a study I recently completed of suicide in gifted women. Suicide always represents a loss of potential, but suicide in women of great intellectual ability seems especially tragic in potential unrealized.

Why would women of talent and ability decide to end their lives? That question prompted my colleague, Carol Tomlinson-Keasey, and me to embark on an intensive study of the case histories of eight women, with IQs from 137 to 153, whose lives ended in suicide.

The story of these women's lives is chronicled in an extraordinary set of data known collectively as the Genetic Studies of Genius, a study of 1,528 high-IQ children that was initiated in 1921 by Lewis M. Terman, a psychologist at Stanford University. The Terman study, still being conducted today, is the longest continuous study of a group ever conducted. Data were collected approximately every five years, resulting in a comprehensive chronicle of the participants' lives from childhood to old age.

Among the 671 Terman female subjects were eight women whose lives ended in suicide. In examining these women's lives, we had the rare opportunity to study suicide prospectively: to look at what the women were like as children and as adolescents, long before they were entertaining any thoughts of suicide, as well as to study events surrounding their actual suicides.

The material we studied included letters written to Terman and other personal documents containing a wealth of information about such things as the relationship between the woman and her parents; how marriage enhanced or inhibited her achievements; and how parents, teachers, and research field-workers perceived her as a child. In letters and responses to Terman's questionnaires, the women elaborated, often quite candidly, about their successes and failures, dreams and disappointments, and physical and emotional problems. Immersing ourselves in the stories of their lives helped us understand how personality factors, family variables,



and life events interacted to move a woman toward the decision to take her life.

Although no single factor was found in every case, we discovered a number of common factors in the suicide files. A particularly striking finding was the strong influence that the mothers played, coupled with the lack of involvement of the fathers, in the women's lives. Although little spontaneous mention was made of the fathers in the subjects' questionnaires and letters, the women frequently mentioned their mothers, usually with strong feeling. The nature of the maternal influence ranged from strongly positive to strongly negative, being intensely negative in two (for example, mother is "markedly neurotic and morbid . . . and I cannot stand having her in my home"), strongly ambivalent in two, and highly positive in two (mother was "first my teacher at home, then my guide, ideal, and companion"). In the two positive cases, the women described idealized relationships with mothers who functioned in an overprotective and intrusive way in their lives. In both these cases, the mother's death was a highly significant loss to the subject.

We found little indication of parental divorce or conflict. By age fifteen, how-

ever, half the women had experienced family disruption because of father death. In two of these cases of early father loss, the father's death was a suicide occurring when the girls were just past puberty, a time when such an occurrence must have had a dramatic impact on them. Loss of a significant other to suicide was also a factor in a third case, suggesting a prior exposure to suicide as a precursor to suicide.

All the women had reported suffering at some time as adults from anxiety and depression. For some, the anxiety and depression were essentially continuous: "I feel very nervous and apprehensive practically all the time." [1] "haven't had any happiness in recent years." For others, anxiety and depression were periodic, triggered by specific negative events. Their anxiety and depression were also frequently accompanied by anger directed at a variety of targets, including an unnecessary and unwanted hysterectomy at age 21, the dehumanization of mental hospitals, a domineering and intrusive mother, an abusive husband, and insensitive psychiatrists who were skilled at finding signs of neurosis but apparently less adept in the provision of support and empathic understanding.

Their anger was also often directed at themselves, fueled by frustration at their perceived inability to overcome such self-attributed traits as "laziness," "lack of initiative," "low self-confidence," and being "too easily discouraged." Their self-accusation was often linked to achievement concerns. In five of the six cases where it was possible to get an indication of the woman's sense of accomplishment, we found statements reflecting a sense of failure and lack of perceived accomplishment: "My achievements are decidedly mediocre in quality." "I'm not doing much with my life." "My intellectual growth hasn't been much." This perceived lack of accomplishment must have been particularly bothersome to these women, who knew that they were gifted and therefore capable of achieving much more.

The questionnaire Terman periodically sent the subjects always asked them to list their accomplishments, publications, honors, and awards. If any doubt existed in these women's minds about what was expected of them, it would have been dispelled by reading the questionnaires. Their letters to Terman often apologized for their not having done more with their

lives and having had so few accomplishments to list on the questionnaire.

The reasons for their lack of perceived accomplishment and disappointment in themselves were somewhat different for the three single and five married women. Most striking in the lives of the single women was their inability to find satisfying careers affording them financial security. Although all the single women suffered at some time from serious emotional problems, their occupational instability was not attributable solely to emotional problems. For example, one of the unmarried subjects had been a child musical prodigy who received the best possible training and was giving public concerts in her early teens. She was never able to support herself with her musical skills, however, and wrote repeatedly of her desire to "find a job that is not too monotonous, be paid a decent salary with promotional opportunities and with the possibility of distinguishing myself eventually to some modest degree."

The married subjects seemed to suffer from a different set of problems. Their lives had no indication of serious mental disorder. Although the onset of their problems roughly coincided with their marriages, only one case had a clear indication of chronic marital dissatisfaction. To what, then, were their physical and psychological symptoms attributable? A consistent observation in the married women was that they were living truncated lives lacking in richness, complexity, and pleasure. These women seemed bewildered by their stagnation, saying, in effect, that they would be doing more if they could only figure out how to get going: "I stay too much at home." [I] "haven't made the most of my opportunities." "My interests aren't sufficiently wide." [I] "have wasted my time." A vagueness surrounds their identities—about who they were uniquely apart from their relationships with husbands, children, and parents. None of them had careers outside the home—their identities were derived from their husbands and children.

Interestingly, we get a far better sense of their selfhood and identity from their childhood and adolescent reports than from their reports as adults. Adulthood diminished rather than enhanced them: instead of potential actualized, we see potential thwarted. They seem to have been engulfed by the traditional female role that afforded them few outlets for self-expression, autonomous achievement, and even pleasure. Although aware of their feelings, often in an intensely accurate way, they did not know how to cope with them because their early socialization inadequately prepared them to deal with feeling incompetent, frustrated, and trapped. Their feelings were sometimes

expressed physically in frequent symptoms and complaints (fatigue, pain, hives) reported in their questionnaires and letters. Their comments suggest that they felt helpless and without control over their lives, rendering them particularly vulnerable to negative life events, such as loss of significant others, miscarriages, and serious illnesses that preceded their suicides.

A final major finding in our research was the often striking discontinuity between the woman's early childhood and adolescence and her adult life. The women's childhood and adolescent records were benign, reflecting a picture of young girls with great energy, talent, ambition, confidence, and perseverance. There was certainly little foreshadowing of suicide, of emotional instability, or self-destructive tendencies in the early reports about these children from teachers, parents, and Terman field-workers.

As these women fell into the roles prescribed for adult women of their generation, however, a peculiar narrowing of their experience and life perspective began to occur. They lost self-confidence, felt unsure of themselves, and no longer communicated the sense of competence that had characterized them in their early years. It was not so much that they failed but that they perceived themselves as failures. Their feelings were not validated but judged neurotic, as were their physical symptoms. They blamed themselves for their problems and felt powerless and out of control. When confronted with strongly negative life events, they were particularly vulnerable to the kind of engulfing depression that leaves one without hope or the ability to see options. At that point, suicide must have seemed their only choice.

Involvement in this research left me at times saddened and angered because it was impossible to read these women's life stories without a strong sense of great talent wasted and lives never validated. Their lives, however, taught us much and also prompted us to embark on a study of all the Terman female subjects. In this ongoing research, Dr. Tomlinson-Keasey and I are trying to determine what factors help and hinder the development of efficacy, competence, and stress resilience in gifted women. Answers here will help us nurture the individual talents and abilities so often needed in today's world.

Lynda W. Warren, a professor of psychology at California State University, San Bernardino, received her Ph.D. in counseling psychology from the University of Minnesota in 1970. Her research on the Terman gifted women has been supported by professional development grants from California State University, San Bernardino, and by a grant from the Spencer Foundation.



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Three Ex-Gopher Basketball Players Acquitted

Ex-Gopher basketball players Mitchell Lee, Kevin Smith, and George Williams, Jr., were found not guilty of rape by a Dane County jury in Madison, Wisconsin, on July 25.

The jury of six men and six women, after hearing six days of testimony, deliberated for twelve and a half hours before finding the three not guilty of raping an eighteen-year-old woman in a Madison hotel room January 24.

Following the trial, Stanley Woodard, Smith's defense attorney, called for apologies from the University of Minnesota and the Big Ten. "The University of Minnesota and the Big Ten owe these men an apology," he said. "You've got three players, three ex-players, who were excommunicated from the team because the University of Minnesota presumed they were guilty."

After the players' arrest, University of Minnesota President Kenneth H. Keller had said that he viewed the allegations with "horror and disgust and some amount of despair that we, as an academic institution, have created the environment in which that can happen . . . The University does not have at the center of its interests, those three players. The University's first concern is with their victim. Its second concern is with the reputation and future of the University."

President Keller refused to apologize. In a written statement, he said:

"As I said in January, it was never our intent to judge the legal guilt or innocence of Mitchell Lee, Kevin Smith, and George Williams. That was the role of the jury.

"What we did judge—the only thing we intended to judge—was what kinds of people we want to support financially. I stand by my original statement that the issue goes beyond the courts, beyond the legal system; it goes to the heart of what a university can do to uphold its ideals and its values.

"From the information available to me, the three men have not denied that they participated in group sex in a Madison hotel room. They were in Madison representing the University of Minnesota, and the trip was paid for by the University. As far as I am concerned, there is no room in University intercollegiate athletics—or any other University-sponsored activity—for the kind of behavior that occurred in Madison."

All three former Gophers were prosecuted in one trial, and since a player could



not be compelled to testify at his own trial, any statements made by them could not be used as evidence. In addition, they could not be cross-examined.

Dane County District Attorney Hal Harlowe said that one reason prosecutors chose not to have separate trials is because they didn't want to ask the woman to testify over and over again.

Circuit Judge George Northrup advised the jury to decide whether each player was guilty of two different degrees of sexual assault—whether each forced the woman to have sex without her consent and with the aid of others; and whether they had sex with her without her consent. Lee, 21, Coral City, Florida, was charged on six counts; Smith, 22, Lansing, Michigan, on four counts; and Williams, 20, Oakland, on two counts. The judge instructed the jury that it was up to the prosecution to prove, beyond a reasonable doubt, that the players had raped the woman.

The jury found the players not guilty on all twelve counts of rape.

"The acquittal of these three men does not mean business as usual for intercollegiate athletics at the University of Minnesota," wrote President Keller in his response to the verdict. "And if other colleges and universities don't see it that way, then the death of Len Bias [University of Maryland basketball star and National Basketball Association first-round draft pick who died of complica-

tions from cocaine use] is an even larger tragedy.

"To ensure that business won't continue as usual, we have started implementing recommendations from the task force that I appointed in January to look at how problems here and at other institutions can be avoided. These recommendations can help ensure that we pay as much attention to the academic and personal success of our student-athletes as we do to their athletic success, and we will not back away from this basic objective."

The 22-member task force appointed by Keller has made more than 50 recommendations. Among the steps being taken by the University are these: a new program of sexual counseling will begin in the fall; an educational program for students, faculty, and staff on topics such as date rape and reporting sexual assaults is being initiated; a proposal to make freshman athletes ineligible to compete was presented to the Big Ten presidents in June and is awaiting action; faculty members have volunteered to be mentors to athletes; the academic counseling office has been transferred to the jurisdiction of the central administration instead of the athletic department; athletic directors are reviewing all scholarships to athletes and are writing goals beyond winning and losing for coaches; and University athletic director Paul Giel has sent a letter to athletic boosters outlining acceptable conduct in their contacts with athletes.

IN BRIEF

Jane Whiteside has been named associate director of the Minnesota Alumni Association. James Day, formerly associate director, has left the association to study higher education administration and finance in the John F. Kennedy School of Government at Harvard University on a Bush Fellowship. Whiteside, a former Bush Leadership Fellow, earned a B.A. in psychology with honors in 1966 from Stanford University and an M.A. and a Ph.D. in social psychology from the University of Texas in Austin. Formerly Whiteside was director of the human services department of the Metropolitan Council of the Twin Cities. From 1974 to 1977 and 1981 to 1984, she was an adjunct faculty member at the University's Hubert H. Humphrey Institute of Public Affairs.

Vernon W. Ruttan, agricultural and applied economics professor, and Alfred F. Michael, chief of nephrology and interim director of the pediatrics department at the Medical School, have been named Regents' Professors, the highest honor given University faculty members.

Ruttan is a pioneer in the formulation of the economics of technical change internationally and in the United States. In 1984 he received the Alexander von Humboldt Award for the most significant contribution to American agriculture during the previous five years.

Michael is a leader in the research of kidney disease and its treatment. He is the author of more than 300 scientific articles and is currently investigating the immunopathology of kidney disease. He has served as professor and chief of the Medical School's Immunopathology Laboratory since 1979.

The Minnesota Alumni Association's "Some of Our Graduates" advertising campaign received a Gold Medal from the Council for the Advancement and Support of Education (CASE) and was a finalist for a 1986 International Clio Award, the academy award of the advertising industry. The Clio competition included 21,709 entries from 53 nations.

Timothy Pratt defeated Michael Hazard Turnure to become student body president of the Minnesota Student Association. Pratt, a junior from Scandia, Minnesota, defeated Turnure, a junior from St. Paul and former president of the Progressive Student Organization, by 47 votes. An earlier election was invalidated because of election improprieties.

Nine University faculty were named recipients of the 1986 Horace T. Morse-Amoco Foundation Awards for excellence in teaching and advising, curricular and instructional development, and leadership. They are Curt L. Anderson, assistant

professor of economics, School of Business and Economics, University of Minnesota, Duluth; Bert Fristedt, professor of mathematics, Institute of Technology; David L. Giese, professor of science, business, and mathematics, General College; George D. Green, professor of history, College of Liberal Arts (CLA); Gary N. McLean, professor of vocational and technical education, College of Education; Ronald J. Sawchuck, professor of pharmaceuticals, College of Pharmacy; Michael J. Simmons, professor of genetics and cell biology, College of Biological Sciences; Janet Spector, associate professor of anthropology, CLA; and Connie Weil, assistant professor of geography, CLA. The recipients, who are selected by a faculty-student subcommittee of the Senate Committee on Educational Policy, receive a \$1,500 gift.

The F grade was reinstated without debate by the Twin Cities Campus Assembly.

Guggenheim Fellowships have been awarded to John Archer, associate humanities professor; David A. Lane, theoretical statistics professor; and Matthew Tirrell, chemical engineering and materials science professor.

Maryann Yodelis Smith was named director of the School of Journalism and Mass Communication. Formerly she was asso-

ciate vice chancellor for academic affairs at the University of Wisconsin-Madison. She earned her bachelor's degree in English, secondary education, and theology from Briar Cliff College in 1963, and received a master's degree in journalism in 1969 and a Ph.D. in mass communications with concentrations in history and law in 1971 from the University of Wisconsin.

Richard P. Elzay was named dean of the School of Dentistry. Formerly Elzay was professor and chair of oral pathology at the Medical College of Virginia School of Dentistry. Elzay graduated from the Indiana University School of Dentistry in 1960 and earned a master's degree in dentistry from Indiana University.

The late civil rights leader Roy Wilkins was honored by the University June 26. A seminar room in the Hubert H. Humphrey Center was dedicated to him, and it was announced that a chair is to be endowed in his name. The ceremony marked the kickoff of the \$1 million fund-raising campaign to establish the Roy Wilkins Chair in Intergroup Relations at the Hubert H. Humphrey Institute of Public Affairs. Wilkins was a 1923 graduate of the University and served as executive director of the National Association for the Advancement of Colored People for 22 years.

25

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Of Microbes and Men

BY AMY WARD

A genial white-haired, blue-eyed man in his seventies, Regents' Professor Stanley Dagley, in khaki pants and a plum plaid shirt, beams across the executive-width desk in the administrative offices of the department of biochemistry. "If it hadn't been for the fact that I got a scholarship to Oxford, I would be a garrulous carpenter now instead of a Regents' Professor."

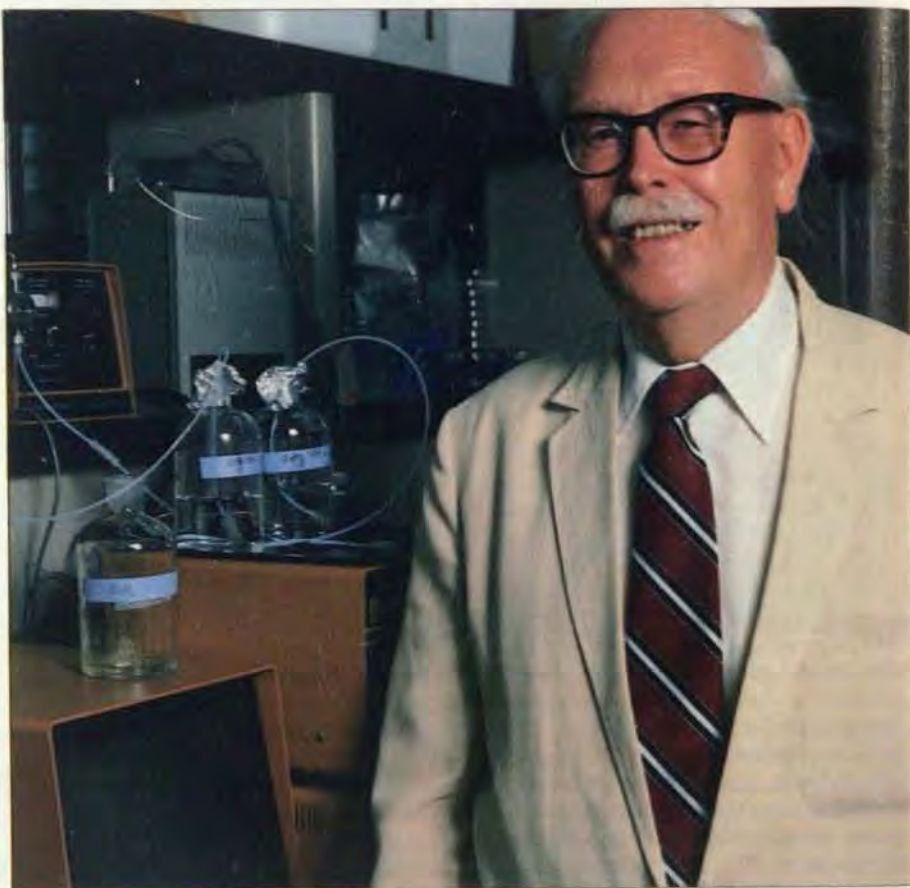
Instead, Dagley is a garrulous professor, conversant on subjects that range from his own field, biochemistry, to the fundamentalist religious movement to the evolution of the architecture of medieval cathedrals in England and back again.

This should have been his last day at the University, the culmination of an academic career that spanned four decades and two continents. But as acting chair for the biochemistry department, Dagley will have to keep the ball rolling awhile longer. Come Monday morning, he'll be lecturing again—a prospect that seems to please the energetic scholar.

Most of his life's work has been the study of the chemical activities of bacteria and other microorganisms, specifically, how they biodegrade materials. And his field became increasingly important as environmental quality became a household term during the last decade.

"Most of the living matter on earth is microbial," begins Dagley, lapsing into the litany that has transformed succeeding generations of students into his admirers, colleagues, and friends. "Trees grow and die and decay, and if that was all that happened, the world would come to an end. The microbes of the world are scavengers of dead material. They convert it all back again—say, to carbon dioxide—and then the whole thing begins again. The energy of the sun enables plants to take the carbon dioxide and to make the material of living matter, some of which gets eaten by other forms of living matter. Everything dies eventually and everything is recirculated."

But what does this scenario—the carbon cycle—have to do with the world beyond Dagley's biochemistry labs, where the tart aroma of acetic acid tingles the nose? Since the industrial revolution, we have made chemicals, such as DDT, that persisted in the environment because microbes couldn't break them down. "So in order to understand what is going to persist and what is going to be broken down, we've got to understand what



There is a "thrill," says retiring Regents' Professor of Biochemistry Stanley Dagley, in being "the only man who has ever lived who realized that a certain thing happens in the world."

microbes are capable of doing. And that is really what my work is focused upon," says Dagley. "You can make a pesticide, for example, not only to kill the pest but to be biodegradable. But you can only do that with a knowledge of what microbes can do in nature."

Dagley was a pioneer in exploring how microbes can degrade aromatic compounds containing the benzene ring. Since many pesticides contain benzene rings and since a pesticide's biodegradability must satisfy Environmental Protection Agency regulations, it profits industry to know how bacteria can degrade benzene-containing compounds.

"There is—one has to admit this—a thrill about [being] the only man who has ever lived who has realized that a certain thing happens in the world," muses Dagley, reliving the moment of one of his most significant original discoveries: the way in which oxygen breaks open the benzene ring. Such original work "is a thing that will obviously give anybody

pleasure."

Dagley's work is of interest not only to those in his own field but also to those in diverse branches of science. To a series of summer lectures he gave at the University's Gray Freshwater Biological Institute came hydrologists, microbiologists, environmentalists, limnologists, and ecologists. Even physicists are interested in his area of investigation, since they can use a technique called spectroscopy to see how iron-containing bacterial enzymes function during degradative processes.

Born in England in 1916 to a working class family, Dagley was the son of a carpenter. "I'm not ashamed of that," he quips, "because one extremely distinguished person had a carpenter as a father." It would have been impossible, in the England of those days, for a carpenter's son to have received a university education. But Dagley won a highly prized scholarship to study chemistry and physics ("Biochemistry was scarcely invented in those days") at Keble College,

Oxford University, and began studying there in 1934.

At Oxford, young Dagley was not confined to the chemistry lab but, as was customary, he and the other students were given free rein to attend whatever lectures they liked. "It was a very, very loose sort of place, was Oxford in those days. You were there to read for chemistry, but they didn't clamp down on you." And with the high-caliber scholarship students that were in his chemistry class, it wouldn't matter whether one was a good teacher, points out Dagley. But his were good teachers as well as being on the cutting edge of research. "There were three Nobel Prize-men in my day."

After earning a triple doctorate in chemistry, biochemistry, and bacteriology at the University of London in 1955, Dagley's career took him next to the University of Leeds. His first academic appointment in the United States was as a visiting professor in the biochemistry department of the University of Illinois at Urbana. Dagley came to Minnesota in 1966 and was made a Regents' Professor in 1980. In 1971, Dagley served as a member of a National Academy of Science committee that advised the secretary of agriculture on environmental concerns.

Winner of the Horace T. Morse-Amoco Foundation Award for outstanding contributions to undergraduate education in

1968, Dagley says it doesn't matter to him whether his students go on to excel as biochemists or struggle through a course to fulfill a requirement for another field. "I take pleasure in teaching people who have difficulty in understanding the subject," he says. And like any superior teacher, Dagley takes pride in students who have gone on to do what he considers to be better work than his own.

According to Dagley, an understanding of basic biology is a primary requirement of a good education. "I think that every educated citizen ought to know something now about biology because we're talking about all sorts of things that impinge upon social matters, even political matters On the whole, I very much approve of President Keller's 'Commitment to Focus.' He's the first president that I remember who has pointed out how important biology is to general education as well as research."

In July Dagley attended "Microbial Metabolism and the Carbon Cycle," a symposium held in his honor at the St. Paul campus and the Gray Freshwater Institute. In September Dagley will be the closing speaker at a conference on genetic manipulations and biotechnology at the University of Geneva. He's also promised to write a book on his area of expertise, biodegradation.

Although technically retired, Dagley

not only will continue to lecture on biochemistry but also is scheduled to hold forth on the architecture of English cathedrals in a summer lecture series at the University of Minnesota Forestry and Biological Station, Itasca.

"The cathedrals are the art form par excellence of the Middle Ages. . . . The evolution of this art form is as interesting to me as the evolution of organisms in biology. . . . What happened was that when their purpose was no longer to display power and shelter people, these buildings evolved into a different style of architecture. They gradually became lighter inside, less oppressive. The roofs got higher, the massive pillars got thinner . . . so that you get this transition from a sheltering, rather grim structure—the carvings were rather crude, full of hell and damnation and fear in the earlier buildings—to light and joy in the later ones.

"The pleasure of finding out how things come to be is part of biology as well as part of art," says Dagley. And judging by his postretirement schedule, it is this pleasure—satisfying his diverse intellectual curiosity—in which Dagley plans to generously indulge during the years to come.

Amy Ward is a Twin Cities free-lance writer.



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Exploring the Student-Aid Numbers Game

BY JAMES DAY

The rules about paying for college have changed. A student seeking aid to finance a college education today finds a loan the centerpiece of his or her package. Loans now make up 55 percent of all aid, compared with 17 percent just ten years ago. Loan volume has risen from \$1.8 billion to \$10 billion. The number of student borrowers has jumped from 1 million to 3.5 million.

Many lower- and middle-income students—at both public and private schools—will graduate \$10,000 or more in debt. The federal government is proposing reductions in funding and rule changes that many think will put a higher education—or at least an education at the college of a student's choice—off limits to all but the brightest or wealthiest students.

Student leaders in Minnesota this spring predicted that 25 percent of Minnesota college students could lose federal grants and that another 50 percent could face drastic cuts if Congress accepted administration proposals to cut aid to education.

The new challenge of financing college has several less visible side effects with equally perilous implications for American society.

As the editor of *Change Magazine* wrote in an introduction to a special issue devoted to this problem, "A system that dissuades minority access, twists academic choice, erodes campus participation, undercuts graduate study, and generates a billion dollars a year in defaults has something wrong with it."

Against this backdrop, the public policy committee of the Minnesota Alumni Association (MAA) this spring polled alumni for their views on several aspects of this issue especially relevant for the University of Minnesota. As past association president Penny Winton puts it, "The association has an interest in supporting improvements in the student experience. But the first thing is to make sure there is a student experience." Adds committee chair John French, "The association wants to ensure that adequate sources of financial aid are available for University students. Finding out about alumni attitudes and views gives the association and the University a basis for collective action."

Some of the poll's findings provide a clear basis for MAA efforts to sustain and increase financial aid funding. By a margin of 46 percent to 26 percent, alumni think that more financial aid should be



available. Although this view runs counter to Reagan administration efforts to cut aid, proposals to tighten aid rules have strong alumni support. For example, alumni believe that loans should be signed over for payment of tuition, class attendance ought to be a condition for aid eligibility, and the Internal Revenue Service should be used to enforce repayment. None of these proposals would reduce aid, but they may lead to increased public confidence in student-aid programs.

This point is especially pertinent in the case of loan defaulters. Fewer than 10 percent of University students receiving loans default, but alumni mirror the broader public perception that the default rate is much higher.

Committee member L. Steven Goldstein sees this as an important and actionable piece of information. "If the MAA can correct this basic misperception among the University's 300,000 alumni, it will have reduced a major barrier to public support for increased aid funding."

Among the other findings:

- Alumni see a need for more financial aid but generally believe that the University's undergraduate College of Liberal Arts (CLA) tuition (about \$1,500 per year) is about right. A sizable minority, however (29 percent), thought it too high. CLA admits the largest number of freshmen.

- Alumni believe overwhelmingly that

financially able parents have a responsibility to help their children finance their college education (86 percent) and that aid should be awarded on the basis of both need and scholastic merit (87 percent). Their concern is that aid should go to students who most need financial assistance. Seventy percent say that all students should undergo a "needs test," and a significant minority (32 percent) disagree with the University's policy of offering \$1,000 no-need scholarships to graduating students in the top 5 percent of their Minnesota high school class.

- The poll indicates that both students and the University should be concerned about alumni perceptions of financial aid abuse. Fifty percent believe that many students claim to be financially independent from their parents for financial aid purposes but are not, and 25 percent think that current criteria for determining financial independence are unfair and may be too easy to abuse. Although alumni are generally wary of student claims of financial independence and overwhelmingly agree that financially able parents should help their children finance their college costs, they disagree (69 percent) with a proposed change that would deny claims of financial independence to students under 23 unless they are married or in the military.

- Sixty-two percent of alumni who received financial aid reported that it was

Student Financial Aid

important in their decision to attend the University of Minnesota. Although 39 percent said that financial aid was not important in their decision to attend the University, significant differences were noted between men and women on this issue. Forty-nine percent of men believe that financial aid was unimportant, compared with only 30 percent of women.

"As a first step," says Winton, "the University could clearly serve its alumni and itself by emphasizing financial aid information in its alumni publications." Nineteen percent of the alumni polled had children in college or about to attend college. Twenty-eight percent of these alumni thought that they were "very knowledgeable" of the financial aid process, 54 percent said they were "somewhat knowledgeable," and 18 percent said they were not knowledgeable.

"Polling alumni on such basic questions may seem somewhat removed from a course of action to solve a particular problem facing the University and its students," says French, "especially one as complex as financial aid. But polling and research have to be the foundation of any public policy program.

"As an alumni association, we can provide some leadership within the University by constructively contributing to the understanding of issues such as financial aid. Then, when a policy development course is set, our publishing program, the public policy committee members, and alumni influential in such key areas as government relations, higher education, politics, and public affairs can carry the message externally."

A strong streak of pragmatism runs through the association's research, polling, and policy study, says committee member Goldstein. "We want to understand issues comprehensively, but we have a basis for action. We want to keep things moving. Financial aid is an acute problem. We want to make a difference for students now, not ten years from now."

At its March meeting, the Board of Regents pondered why the University has such a high dropout rate (17.5 percent after the first year), a high percentage of part-time students (25 percent), and a low graduation rate (17 percent in four years).

Student Tom Daniels had it figured out. "If you want to encourage us to earn a degree in four years, find us some money," says Daniels, who serves as student representative to the Board of Regents. "Seventy percent of the students here work while they go to school. It's a function of finance."

James Day, former associate director of the Minnesota Alumni Association, is studying higher education administration and finance at Harvard University on a Bush Fellowship grant.

During April, 300 randomly selected University alumni (half were men, half women) were polled by telephone. All respondents were Minnesota residents; 163 were residents of the seven-county metropolitan area. Of the 300 alumni, 103 were 34 years of age and younger, 130 were between 35 and 54 years of age, and 67 were 55 years of age or older. Fifty-eight respondents had children attending or about to attend college. The poll was conducted by N. K. Friedrichs and Associates, an independent research firm. A summary of survey results follows. Numbers have been rounded off to the nearest percentage.

RESULTS

In general do you think there is enough financial aid available so that any Minnesota student who wants to attend college may do so?

Yes	26%
No	46%
Uncertain	28%

Currently undergraduate liberal arts tuition at the University is approximately \$1,500 a year. Do you think this rate is

Too high	29%
Too low	4%
About right	59%

Do you think parents have a responsibility to help their children finance their college educations if able to do so?

Yes	86%
No	13%
Uncertain	2%

The University offers merit awards of \$1,000 to students who graduate in the top 5 percent of their Minnesota high school class, regardless of financial need. Do you agree or disagree with this practice?

Agree	66%
Disagree	32%
Uncertain	3%

Do you think all students should be required to undergo a needs test to determine their eligibility for financial aid?

Yes	70%
No	25%
Uncertain	5%

Do you think student financial aid should be based on

Financial need only	10%
Scholastic merit only	2%

Some combination of need and merit

87%

Currently students can declare themselves financially independent from their parents so that only the student's personal income is considered in determining financial need. The criteria for financial independence are threefold: Students may not be claimed as deductions on their parents' tax returns, they may receive no more than \$750 in support annually from their parents, and they must live at home for no more than six weeks each year. Do you think this set of criteria is

Fair	68%
Unfair	25%
Uncertain	7%

Proposed changes to federal financial-aid policy would not allow students under age 23 to declare financial independence unless they are married or in the military. Do you agree or disagree with this proposed change?

Agree	27%
Disagree	69%
Uncertain	5%

Do you believe that many students claim to be financially independent of their parents when they actually are not?

Yes	50%
No	25%
Uncertain	25%

The interest rate on federally guaranteed student loans is currently 8 percent, which is lower than commercial rates. Do you think this interest rate is

Too high	24%
Too low	2%
About right	74%

If you had to make an estimate, what percent of students do you think default on their student loans?

Less than 10 percent	12%
10 to 25 percent	40%
26 to 50 percent	32%
More than 50 percent	8%
Uncertain	8%

Do you think the Internal Revenue Service should be able to withhold tax refunds from those individuals who have defaulted on their student loans?

Yes	83%
No	15%
Uncertain	2%

N = 300

Margin of error: ±5%

A Parent's Rights

Patricia Schroeder

Numbers rarely speak for themselves; and yet, where women and work are concerned, they have never been so convincing. Between 1947 and 1980, the number of women in the labor force increased by 175 percent, while for men the number rose by only 43 percent. Today, well over one half of all women work outside the home, making up nearly 44 percent of the labor force. The most dramatic contrast between now and 40 years ago, however, is not just the large number of women in the labor force but the growing number of mothers: they account for more than 60 percent of all wage-earning women.

If demography is destiny, a closer look at this burgeoning group reveals an even more striking picture of the future. More than 80 percent of women in the work force are of childbearing age; and 93 percent are likely to become pregnant during their working careers.

The biggest problem that new mothers face is whether they will be reemployed in the same or similar position after the birth of their child. The Pregnancy Discrimination Act of 1978 took one step toward solving this problem, requiring that serious pregnancy-related health conditions be treated like any other serious short-term health condition. Unfortunately, legislation is limited. In the absence of a federal requirement to provide disability coverage to employees, women are treated equally well or poorly, depending on the availability of a disability leave policy. The legislation is further constrained because employers with fewer than fifteen employees are exempt from the law.

A 1980 Columbia University study found that for 250 companies it examined, only 72 percent of the employers guaranteed that a woman could return to her job and retain her seniority if she took maternity leave. A more recent preliminary study done by the Catalyst Career and Family Center found that 95 percent of its respondents provided a temporary disability policy; of the women covered, only 39 percent received full wage replacement, while 52 percent were eligible to take an unpaid child-care leave.

Although heartening news is that women in large companies (70 percent of those responding employ more than 2,500) receive important disability and job protection benefits, least protected are women in smaller companies, who work

in part-time or female-dominated jobs.

Pregnancy and parental leave are not, however, simply women's issues; they are a family issue. Women work out of economic necessity. In 1985, both parents had to work to maintain the standard of living that their parents could enjoy on one income. According to 1983 data, 25 percent of married wage-earning women had husbands who earned less than \$10,000, while close to 40 percent had husbands earning less than \$15,000. The typical family painted by Norman Rockwell is vanishing: women are increasingly responsible for providing family incomes where they are the sole heads of households. In 1984, women headed 10.3 million families, representing 16 percent of American families. One-half of the 45.6 million children in two-parent families have both parents in the work force.

Perhaps the most critical time for a family comes when a child becomes seriously ill—a time when parents feel the need to be at home or in the hospital with their child. More serious medical conditions require constant care, and parents believe that they are the ones who should provide it. Yet too few parents have the flexibility at the work place to make this decision and are instead faced with having to choose between job security and caring for their children. Thus, for the 24.8 million children in two-working-parent families, flexible options could ensure that parents can continue to provide the care so essential to a child's well-being.

But help for working families is at best uneven. At present, no national policy provides job-protected leave for parents for parental care purposes. A bill that I am sponsoring, the Parental and Medical Leave Act of 1986, would do just this.

It would establish parental leave for the birth or adoption or serious illness of a dependent son or daughter. It establishes a minimum standard for job-protected leaves below which an employer may not fall. Employees would be permitted to take up to eighteen weeks' leave over a two-year period. The leave is to be unpaid but requires that an employer continue health insurance coverage on the same basis as prior to the leave. Most important, upon returning to work, an employee is to be restored to the same or similar position with benefits and seniority continuing as though the employee had



Representative Patricia Schroeder graduated magna cum laude from the University in 1961. A Democrat, she was first elected to Congress in 1972 from Colorado's First Congressional District. She is the first female member of the House Armed Services Committee and serves on the House Select Committee on Children, Youth, and Families, among others. She is married to attorney James Schroeder and they have two children, Scott and Jamie.

not taken leave. An employee has the option of substituting paid vacation or sick leave for unpaid leave.

The Parental and Medical Leave Act would cover all employees in the private sector except those employers employing five or fewer employees. Federal, state, and local government employees would all be guaranteed protection under this legislation. In the event of discriminatory treatment, plaintiffs will be able to pursue civil or administrative enforcement.

We must promote the stability and economic security of families and American workers. By providing an unpaid leave with job protection, this legislation provides families with essential options to meet familial concerns and responsibilities. It establishes leave where none may have existed before, and it guarantees a degree of economic security by ensuring job protection. Most important, it allows families to plan ahead and gives meaning to a government committed to the American family—a family in which both parents work outside the home.

Finally, the Parental and Medical Leave Act of 1986 would allow the United States to shake itself of a static model of the American family in which the father works and the mother stays at home. Policymakers and analysts must work to bring public policy into line with the current reality of the 1980s. By creating more flexible work options for America's working parents, we can begin to bridge the gap between work and home. No longer will job or economic security be traded against the needs of the family.

The "Wall of Fame" Building for the Future

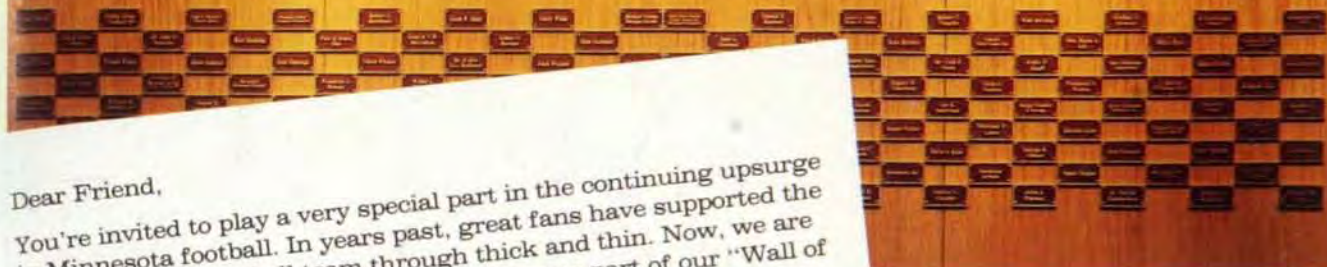


University of Minnesota



Wall of Fame

The Following are Recognized For Their Outstanding Commitment To Golden Gopher Football



Dear Friend,

You're invited to play a very special part in the continuing upsurge in Minnesota football. In years past, great fans have supported the Golden Gopher football team through thick and thin. Now, we are asking for your help by inviting you to become part of our "Wall of Fame" in the beautiful new Bierman Football Complex reception room. Why? Because Men's Intercollegiate Athletics at the University of Minnesota are *totally self-supporting*. Quite honestly, we need your help to complete one of the finest facilities of its kind in America. We have a good start—the building is up and functioning—but we still have a long way to go before it is completed and paid for.

The "Wall of Fame" contains close to 150 beautiful recognition brass plaques with names of companies, friends and fans who have contributed \$1,000 (or more) to the Champions Fund to help insure the future of Golden Gopher football. We're proud of the great start and grateful to all those who have helped thus far.

For most of us, a one-time \$1,000 contribution is a real sacrifice even though it's *tax deductible*. We have designed a four-year "Wall of Fame" giving plan to make it easier. If you commit to a \$1,000 gift over the next four-year period (or less), you will be added to the "Wall of Fame." We will install your personalized brass plaque that will grace the wall forever! And, we will invite you to come over for a facility tour and special viewing of your plaque! In addition, you will get a brick replica engraved with your name as a recognition gift for helping to forge the future of Golden Gopher football.

To become part of the "Wall of Fame," just fill out the form and send it along with your tax deductible check. We're looking ahead with great confidence because an exciting new Golden era of Minnesota football has begun!

Thank you!

Paul Giel

Paul Giel
Men's Athletic Director

John Gutekunst

John Gutekunst
Head Football Coach

Sample:



Actual size: 3" x 1 1/4"

Be a permanent part of Golden Gopher History

Dear Paul and Coach Gutekunst,
Please add my name to the "Wall of Fame." I want to help Golden Gopher football.

_____ I am enclosing a check for \$1,000 or more.

_____ I am enclosing a check for \$ _____

(\$200 minimum) and pledge additional support of \$ _____

_____ I originally gave \$ _____ to the football facility building program.

_____ Please bill me for the balance of \$ _____ over the next:

1 year 2 years 3 years 4 years

Name _____

Address _____

City _____

State _____ Zip _____

Phone: _____ (home) _____ (work)

I want my name to appear on the "Wall of Fame" as follows:

Please make check payable to:
U of M Champions Fund (tax deductible)

Mall to:
Paul Giel, Director of Men's Athletics
U of M, 516 15th Ave. S.E.
Minneapolis, MN 55455

For special handling or memorial gift information, please call (612) 625-1001.



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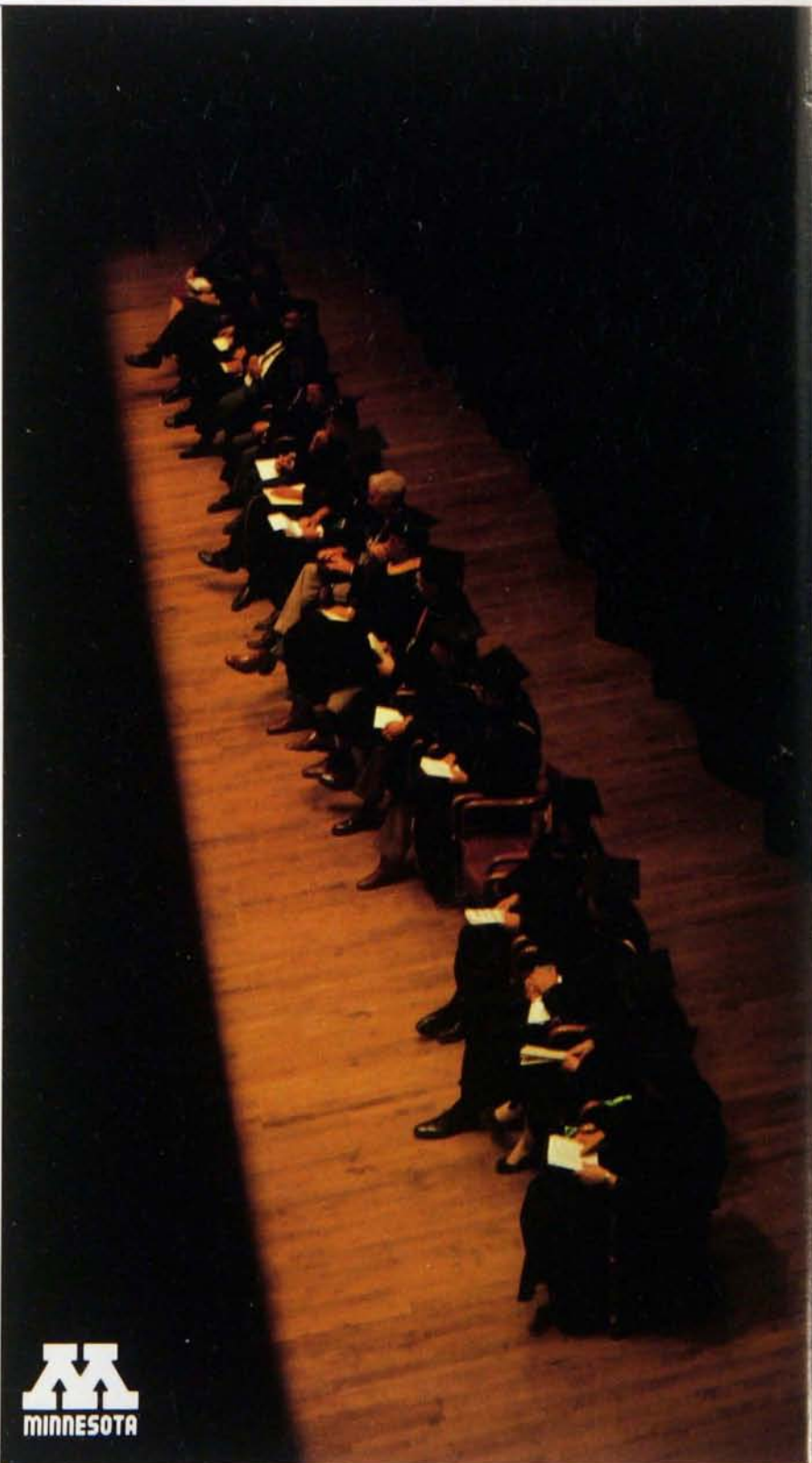
Robert Maynard Hutchins

The University's quest for knowledge is a long-standing tradition. Faculty and staff, students and alumni, have all worked to preserve and enhance this tradition—securing a place for excellence in years to come.

The Minnesota Alumni Association believes that the strength of your future and that of the University go hand-in-hand. Both require a commitment to a better future and the financial security on which to build it.

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