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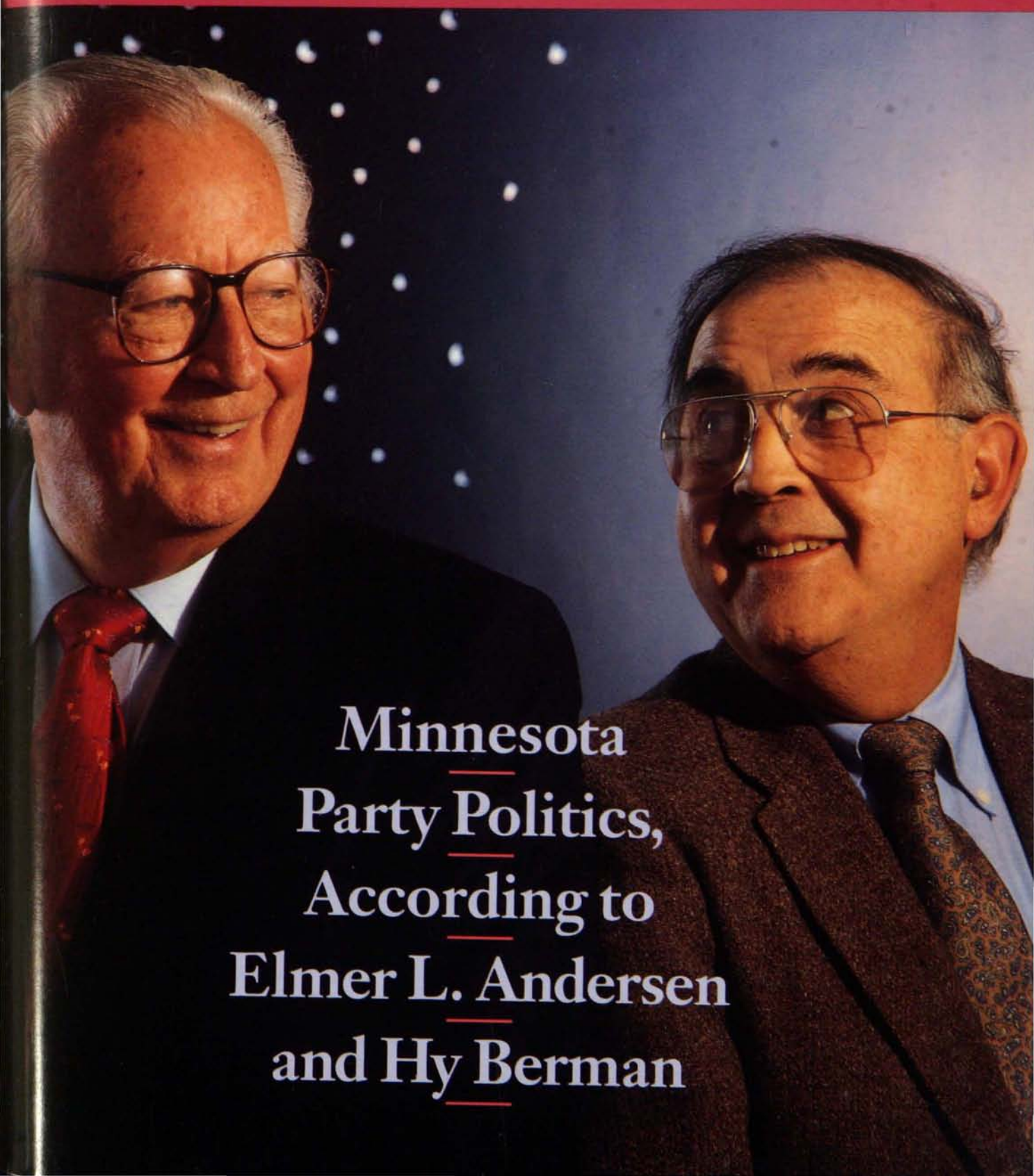
MINNESOTA

JANUARY • FEBRUARY 1990



Minnesota Party Politics, According to Elmer L. Andersen and Hy Berman

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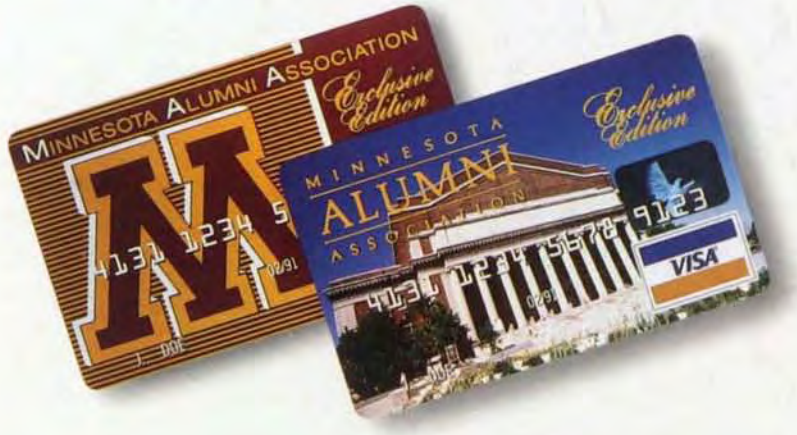

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MINNESOTA

UNIVERSITY OF MINNESOTA ALUMNI ASSOCIATION

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IN FOCUS

This Is the Day

Luther Darville has been convicted of swindling money from the University, the National Collegiate Athletic Association has reopened its investigation of men's athletics, and the University is under fire for its policy, or lack of a policy, regarding administrative leaves, sabbaticals, and pay.

If the University is in the news, then this must be the January/February issue of *Minnesota*. It seems like the University never ends a year on a good note. It may be a little late, but if this is the January/February issue, then it's also time for some year-end observations:

This one comes from Jackie Mason, ABC's "Chicken Soup" rooftop philosopher: Everybody loves yesterday and tomorrow, but everybody hates today. But today is the yesterday we'll all recall so nostalgically tomorrow, and it's the future that we looked forward to yesterday. Which leads us to recall the words of University President Nils Hasselmo, who told an alumni group that he sure was tired of dealing with problems from yesterday—in this case one, even two or three years of yesterdays. He's convinced that he's got the right team in place today to avoid calamities like Luther Darville tomorrow.

As one of our campus colleagues put it at a recent gathering charged with spreading the University's "good news" to every corner of the state: "What the public doesn't realize is that this is like a city. We have our own hospital, police force, restaurants. Sixty thousand people are living and working here—and everyday at least four of them are being naughty."

That the rest of us are being good usually means little to the general public, or at least the media. And that's the tricky part of "spreading the good news." Fact is there are 18,000 people who work here everyday because of the good news. There are 54,000 students getting an education here because of the University's quality programs.

When people find out that someone works at the University, invariably they ask two questions: What's going on at the "U"? How's morale? They are both very difficult questions to answer because if you work here, your feelings do not go up and down with the media yo-yo.

There are students and faculty here—most of them, really—who have never attended any athletic event or met a University president. They and we go on about our business, working with students, teaching, serving, researching. Even in my nonteaching job as editor I have worked side by side with fourteen students and watched them graduate, find jobs, and move on. There is nothing like it. Those of us who work at the University get the benefit of working with your kids—and somehow they are even more impressive when they're amassed in a universe of thousands, their diversity making them even more amazing. It's fun. It's rewarding. That's why we work here and why the years go by so fast.

So here's to today—and another year of living them like they all count.

—Jean Marie Hamilton

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Brian Osberg

MINNESOTA
JANUARY • FEBRUARY 1990

IS THE PARTY OVER?

Whatever happened to being a good-old, progressive Minnesota Democrat? Republican? Two veteran observers put the parties in perspective

BY JIM THORNTON

MINNESOTA STATE POLITICS have always been distinctive—confusing and protean, to be sure—but always somehow uniquely Minnesotan. With apologies to the world's great political thinkers, consider how the insertion of the word *Minnesota* changes otherwise timeless truisms about politics. (It bolsters the effect, by the way, to inflect these quotes with the long "o" characteristic of Minnesota pronunciation.)

Sir Winston Churchill: "Minnesota politics are almost as exciting as war, and quite as dangerous. In war you can only be killed once, but in Minnesota politics many times."

Mao Zedong: "Every Minnesotan must grasp the truth—political power in the Gopher State grows out of the barrel of a gun."

John James Ingalls: "The purification of Minnesota politics is an iridescent dream. Minnesota government is force."

Of course, not every aphorism is rendered quite so ludicrous by the *Minnesota* prefix. Indeed, in many cases, *Minnesota* seems so appropriate one wonders if it actually existed in the writer's first draft:

Will Rogers: "I tell you folks, all Minnesota politics is applesauce."

Henry Adams: "Practical politics in Minnesota consists of ignoring facts."

John, Viscount Morley of Blackburn: "Those who would treat Minnesota's politics and morality apart will never understand the one or the other."

In hopes of understanding both the one and the other, we interviewed two long-time observers of the Minnesota political scene. Their remarks transcend the aphorisms and provide a primer on the state's often serpentine political traditions.

Hyman Berman has been a professor of history in the departments of history, American studies, and industrial relations since joining the University of Minnesota faculty in 1961. Berman authored *American Workers in the Twentieth Century* and other books and articles and is currently working on a documentary on the farmer-labor movement for the BBC. Though he says he now tends toward a nonpartisan stance, he has been active in DFL politics in the past, serving as a member of Gov. Rudy Perpich's so-called "Kitchen Cabinet" from 1976 to 1979. Berman is also a semiregular guest on KTCA's "Almanac," where he is called upon to provide a historical perspective—usually with a liberal slant—to current events.

Republican Elmer L. Andersen served as governor of Minnesota from 1961 to 1963. Andersen's accomplishments as a politician—from helping to establish Voyageurs National Park to making Minnesota the first state to mandate special education in public schools—have left a lasting progressive legacy.

Andersen, 80, has an equally noteworthy involvement with the University of Minnesota. He graduated from the University in 1931 with a degree in business. In the sixties and seventies, he served several terms as a regent and one term as chair of the Board of Regents. More recently, he was part of a blue-ribbon commission on regent selection and served on the board of the University Foundation. He also played an important role in bringing Nils Hasselmo to the University. Andersen recently left the Foundation board; he says it is the first time in 40 years that he has had no official role at the University.

HYMAN BERMAN

THE TERMS we use in political analysis are very slippery. It's not like in the hard natural sciences where definitions are fixed for all times. Liberal, progressive, conservative, reactionary, fascist—all these terms have different meanings and connotations in different historical times and national settings.

What I mean by "liberal progressive tradition" is the tradition that seeks to use public policy as an instrument for resolving social and economic problems to the benefit of the greater majority of the people. Today, neither the Democratic party nor the Republican party nationally, nor the DFL or the IR parties in Minnesota, are fully committed to such an agenda.

The DFL, indeed, has no central core of ideology. Some of its policies are closer to Republican policies. In other areas, the party has been identified with single-interest groups, such as antiwar protesters in the sixties and seventies, and the prolifers that came in during the eighties.

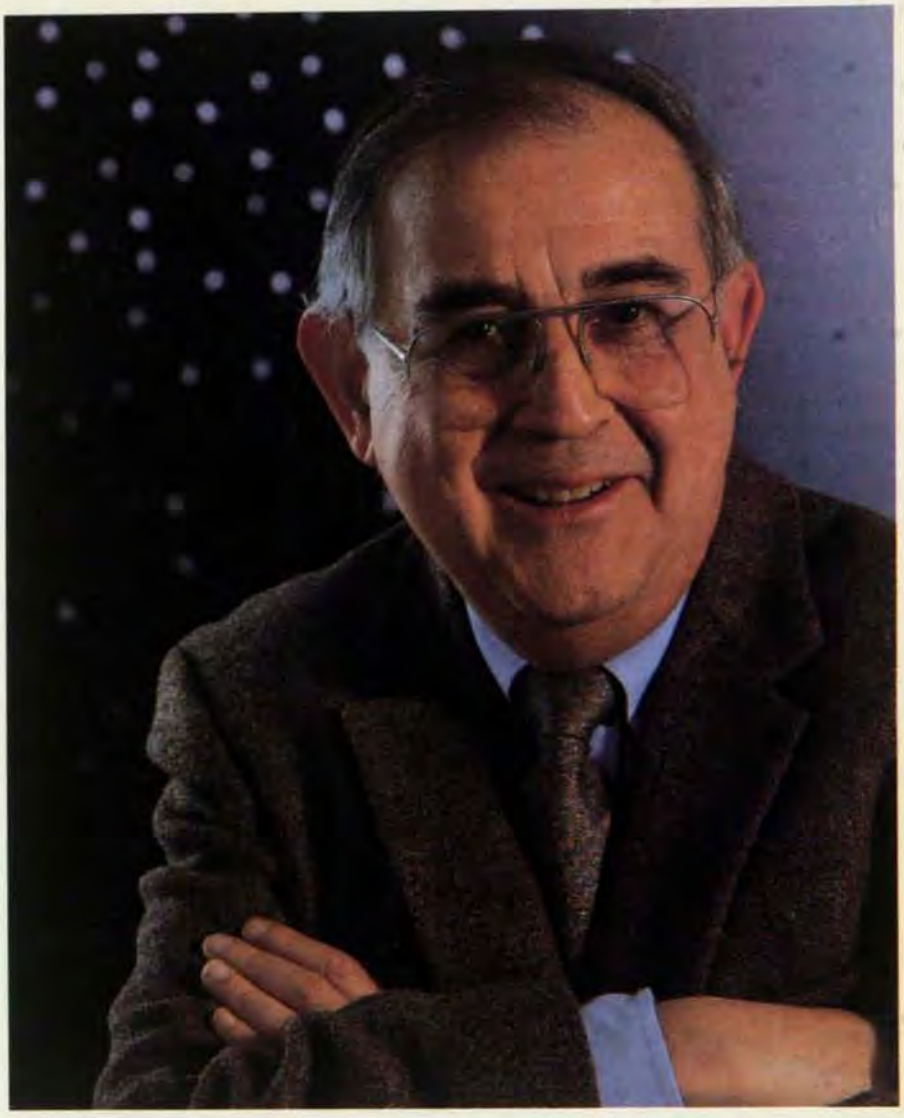
Consequently, the DFL has lost the strength it had from its traditional constituency—the worker, small businessman, struggling farmer. I'm not saying it has lost this support entirely. But right now, the DFL party does not know whether or not it should embrace the market-oriented, business-centered view that's become the nationally accepted view as a result of the Reagan years. The party does not know where it's going and what it wants to accomplish.

The DFL began to lose its way in the early to mid seventies when the natural allies in the progressive democratic coalition began pulling apart from activists on the left. Vietnam was certainly a pivotal event—the hard hats vs. the doves. Also, some Democrats supported black liberation, and some felt threatened by it. And there were those favoring legalization of drugs vs. those who saw drugs as a major scourge. Remember that in 1972, the Democratic party nationally came out for the legalization of drugs.

The turning point in Minnesota occurred at about the same time. Wendell Anderson went into the senate, Rudy Perpich became governor, and then both lost their subsequent elections in 1978. When Perpich returned from Vienna after four years with Control Data and was elected governor again, he moved in the direction of neoconservatism or neoliberalism, whatever you want to call it. Either way, his politics were much more in line with the business agenda, policies often advocated in the Republican party.

In recent years, there has been a resurgence of Republican strength in Minnesota, but it still can't challenge DFL domination in the legislature and perhaps even in the governor's office. An old political truism says you can't defeat someone with no one, and that may be the problem for the IR.

Today the old Harold Stassen Republican progressive tradition is just as much in disarray as the DFL's is. The IR party is sharply divided within itself between those who are interested in the social issues, and those interested in economic conservatism.



"Today the old Harold Stassen Republican progressive tradition is just as much in disarray as the DFL's is."

PHOTOGRAPHS BY PAUL SHAMBROOM

But it's important to remember that the liberal progressive tradition in Minnesota has not historically been a monopoly of either of the two major parties. It was characteristic of *both* parties from roughly the end of the 1930s until the early 1970s.

It's illuminating, of course, to look at Minnesota state politics from a wider perspective than just this most recent evolution. Despite the modern domination of the DFL, for example, Democrats have not always enjoyed their current popularity. From 1859 until the end of the nineteenth century, a Democrat couldn't be elected dog catcher in Minnesota.

THE REPUBLICAN party of the nineteenth century had a split identity. It was at once the Republicanism of Abraham Lincoln, but it was also the Republicanism of the robber barons and the economic predators of the American Industrial Revolution. In Minnesota, the Lincolnesque, reformist approach was emphasized because the state was largely agricultural. Industrial developers impacted negatively on small farmers trying to maintain a kind of market agricultural economy. To address the concerns of farmers, the Republican party in Minnesota had a reformist wing. Indeed, among many of the state's Republican leaders, there was concern about the growing size and power of corporate monopolization and the like.

A Democratic party did exist in Minnesota in those days, but it was essentially powerless. It had few representatives in the state legislature and never elected a single governor. One reason was that the Democratic party was considered the "party of treason" during the Civil War. Republicans could ask voters to "vote for the party that fought for the Union."

At the end of the nineteenth century, John Lind became the first Democratic governor elected in the state since Henry Sibley was elected in the pre-Civil War years. Lind was originally a Republican who became a Democrat in protest of the Republicans' adoption of a gold standard policy. Such a policy was ruinous for debtors—it made it impossible for small business to compete and for farmers to sustain themselves.

After Lind served two terms, the Republicans came back in power. But these were progressive Republicans,

Gov. John Lind was a Republican turned Democrat.

"nice guy" Republicans identified with the Theodore Roosevelt reformist tradition. In effect, Minnesota enjoyed a progressive consensus that prevailed up until World War I.

World War I completely destroyed the progressive consensus, not only in Minnesota but in the nation as a whole. A great hostility emerged against those who had been advocates of social justice and those who were opposed to the war. In Minnesota, it led to a quasidictatorial regime under Republican Gov. Joseph Burnquist. Under his Commission on Public Safety, there was an attack on civil liberties and on groups striving for economic justice for the small producer and the farmer, and an attack on the labor movement.

Gov. Joseph Burnquist's rule during World War I was quasidictatorial. It was "damn the Huns."

People in the state went along with it because it was the patriotic thing to do. We were in war—"damn the Huns" and all that.

What emerged as a backlash was a third party, the Farmer Labor party, which was initially very successful in the 1920s. It elected two U.S. senators, a number of congressmen, quite a few legislators. But the 1920s was a decade in many ways identical to the 1980s. A progressive liberal tradition is impossible to sustain when people are out for themselves.

In the 1920s, like the 1980s, greed became a good word. After all, what guarantees economic growth and industrial might? Greed, greed, and more greed. In the 1980s, "Dallas" and "Dynasty" are models for emulation. And in the 1920s, you had stock market speculators and the "It Girl"—a sexy blonde who would give her favors to any person who had over a million dollars.

By the Great Depression, there was yet another turnaround. Those once worshipping at the shrine of the marketplace now screamed for government rescue. Suddenly, all bets were off. It seemed even capitalism might go down to defeat, and what was needed was a new social order. The Farmer Labor party benefited from this attitude with a charismatic gubernatorial candidate in 1930—Floyd B. Olson. Olson came in on a wave of "let's throw the rascals out because they're responsible for the Great Depression." His party instituted some effective reforms: a farm relief program, a program benefiting organized labor, and a progressive income tax in Minnesota. Before this, Minnesota taxes were property taxes—the assessor came into your house to count your toilets, radios, and the like. It was a terrible Big Brother arrangement.

PHOTOGRAPHS COURTESY OF THE MINNESOTA HISTORICAL SOCIETY

Gov. Floyd Olson, right, ended the Truck Strike.

One of the most important events of this period was the Truck Strike in Minneapolis in the spring and summer of 1934. This proved an epic struggle between the old and the new—the old being the industrialist philosophy of entrepreneurial liberty, a philosophy that, even in the wake of the depression debacle, refused to recognize that workers had legitimate rights to organize and bargain collectively. The industrialists felt that managers should have sole decision-making power.

The Citizens Alliance was a quasi-secret group of business and banking leaders in the city of Minneapolis who were determined to continue the policy of entrepreneurial liberty. It made no difference whether they had political power or not. They had economic power.

Floyd Olson's role within the strike is very interesting. As governor, he had to maintain law and order, so he instituted martial law. But when it became clear that this was helping the strike-breakers, he then raided the Citizens Alliance to get evidence of their collusion in illegal activity.

In early August, Franklin Roosevelt came to Rochester, Minnesota. Olson visited Roosevelt there, and it's believed that they came up with a scheme to settle the strike in favor of collective bargaining. That scheme was very simple. The leaders of the Citizens Alliance were leading bankers and businessmen of the city, many of whom were deeply in debt to the federal government's Reconstruction Finance Corporation (RFC), which had bailed them out during the depression.

The head of the RFC, a Texan named Jesse Jones, called the heads of the business community in Minneapolis and told them that if the strike wasn't settled in two weeks, all the outstanding loans would be called in. Needless to say, the strike was settled. Once the strikers had won, the ideal of entrepreneurial liberty was no longer viable, at least for the next 50 years.

Greed was not so much squelched as placed in a controlled atmosphere. Business leaders came to learn that it was necessary to have peaceful, harmonious, collective bargaining. This was not only the law of the land, but it was also good for business.

IN 1944, the Democratic and the Farmer Labor parties merged in the DFL, which advocated further social innovations: medical care for the needy and elderly, improved educational facilities, affordable housing. But once again, a new war effort made these reforms too expensive. The major priority was to beat the Nazis.

Once again, Republicans came to dominate state leadership, but these weren't Burnquist-style Republicans. Rather they were progressives, men like Harold Stassen, who were not advocating the overturn of New Deal reforms but rather social reform within a framework of fiscal responsibility. A collaborative labor consensus continued for much of the next decade.

The progressive Republicans did not really lose power until the 1960s and 1970s, and this loss was not because of anything they did but the fact that they were not keeping up with the mood and climate of Minnesotans, who became enamored of Hubert H. Humphrey. Humphrey, who had been elected mayor of Minneapolis in 1945, led the anti-Communist battle within the DFL in 1948.

One wing of the DFL, the Popular Fronters, believed the whole anti-Communist, Cold War issue was a red herring to destroy the social advances made during the Roosevelt administration. They felt the Cold War was an instrument used by big business to regain control. They may have been partially right, but I think they were also very naive in not recognizing the evil of Stalinism, and in not seeing that their stance on international matters would lose them much of their base of support.

Humphrey was a cold warrior and a social reformer. It was this kind of progressive internationalism—part anti-Communist crusade, part social reform—that renewed DFL strength.

The Humphrey policy position was adopted and followed not only by the Democrats in Minnesota but by many Republicans as well. In the early 1960s, for instance, Republican Elmer L.

Hubert Humphrey earned a loyal following as a cold warrior and social reformer.

Andersen was elected governor and served for two years. But he was a decent human being and wonderful person in every sense of the word, and therefore doomed to defeat in politics.

Throughout these years, one can't make too sharp a division in the political philosophy of the Republican or DFL governors. They were internationalist, anti-Communist, progressive, and agreed with the New Deal consensus. Eisenhower established a "don't rock the boat, let's help the world *and* ourselves" spirit. We didn't see the confrontations of the last decade, or the efforts at reversing public policy directions of 50 years.

The disruption that did occur was a consequence of the 1960s' conflicts and counterculture movement. These events triggered a fissure in the political system, with a corresponding breakup of the parties into different factional units, which never really came together again until 1980. Then, Reaganism reflected a movement to the right in the Republican party and a decade of confusion in the DFL.

We're still trying to absorb the 1960s.

Is there a liberal progressive tradition still alive in Minnesota? Yes, there is. Is it strong? Who knows. Will it revive? Probably. As the abuses of extreme greed and corporate consolidation continue, as union-busting continues, as the erosion of the gains of the black revolution occurs, I think there is bound to be a pendulum swing.

It's difficult to say which party the next progressive, liberal governor will come from. We may know such a person's name now, or it may be someone relatively unknown who will come to find that the mantle of progressive social reform fits them very nicely. Rudy Perpich was, in fact, a progressive liberal through most of his career.

In his heart and in his soul of souls, he is basically a progressive still—and fundamentally he has just been riding the wave that would keep him politically successful. That means that if the situation changed tomorrow, Rudy Perpich would feel very much comfortable being the spokesperson and the leader of a new progressive liberal tradition within the state.

"In recent years, neither party had the strength to endorse and nominate a candidate for governor, and that's a remarkable thing."

ELMER L. ANDERSEN

THE TERMS *conservative* and *liberal* change around so much one hardly knows what they stand for. I've always thought of myself as a liberal, but you have to define yourself these days. In my own mind, liberalism means having the government serve the people. Where there are problems that can't be met privately, then they should be met governmentally—they shouldn't be allowed to go unanswered. That was the view of Abraham Lincoln, who founded the Republican party.

But I guess you have to go with the flow of public perception. If liberal has come to mean only unbridled, stupid government spending, well, then I'm not liberal anymore.

There are at least two kinds of conservatism in Minnesota today. One kind is resistance to change, the idea that if something's working well, and people are pleased with the results, don't tamper with it—conserve the best of the past. Within proper limits, that's a pretty good position to be in.

Another kind of conservatism reflected in the Republican party is the so-called right wing or religious conservatism. To me, the proponents of this focus on one-issue matters and are not really interested in Republicanism as an ideology. They are simply interested in taking over the mechanics of a party—any party—to further their position on issues such as abortion.

Many of those who were most active in using the Republican party in this way weren't financial supporters of it. The party therefore had a very hard time raising any money, and in the 1988 campaign, it was relatively ineffective. Once you begin to narrow the focus of the party, you certainly begin to narrow its constituency.

I don't know that this phenomenon really existed that much in Minnesota politics in the past. Single issues sometimes emerged as very important—the free coinage of silver was a big issue with William Jennings Bryant, for example. But I don't think there was ever—at least not in my memory—such a narrow focus that anybody who didn't go along on one issue was deemed unworthy to be in the party.

I'm a Republican, but I've always been a pretty independent Republican—more interested in program and people than in, say, party loyalty. I was a member of the state senate for ten years, and I would never agree to yield my vote to the caucus view if I did not agree with it. Nor did the caucus seek to bind its members in enforced unanimity. A bunch of us just wouldn't agree to that. Of course, we would listen in the caucus, and other things being equal, we would try to understand the majority viewpoint. But we would never let ourselves be bound to vote the caucus position if it were different from our own or our constituents'. Never.

I believe Republicanism in Minnesota has—at least until recently—reflected this kind of political freedom more than the DFL party. The DFL caucus in the state house, for example, is so disciplined that if anybody votes other than the caucus position, they're disciplined. An example occurred when Fred Norton was speaker of the house, and a chair of a committee voted contrary to the caucus on some issue. The speaker took his chairmanship away from him. To me, there's a kind of harshness in that party position. I always felt that as a Republican, I was freer in terms of expression and individual conduct than I might have been as a DFLer.

Things are different for the state's Republicans today. I think of the ridiculous situation that occurred recently in the Third District, when the Republican party was wondering if they should endorse Bill Frenzel for reelection to the U.S. Congress because he didn't quite agree with them on abortion. When a party seeking to have power and influence has a respected member of Congress in place, it's ridiculous to even consider throwing him out because of his position on one issue. That isn't the way you build a political party. In our country, where you have only two main parties, the whole idea is that both parties must deal with diversity. They must have ways to invite everybody in and then resolve things with compromise.

BOTH PARTIES in Minnesota today are pretty confused. In recent years, neither party, for instance, had the strength to endorse and nominate a candidate for governor, and that's a remarkable thing. In the '82 election, both endorsed candidates were defeated in the primaries. It's obvious a party isn't very strong when it cannot even nominate a candidate for governor.

In terms of ideology, Minnesota is and always has been a very independent state and a poor place to draw a distinction between liberals and conservatives. When I was a member of the state senate, for example, I was generally considered the most liberal member of the body. Old Bill Novak, who was a liquor dealer and a DFLer, was considered the most conservative member of the body.

What *has*, I think, happened in recent years is that both parties responded to the conditioning that was going on nationally—the ideas that government was costing too much, that it was poorly run, that taxes could be cut, and so on. If that's conservative ideology, then both parties were being conditioned to be against taxes and to at least give rhetoric about saving money and reducing government. Reagan was elected president on balancing the budget in 1984, and he proved to be the biggest spender we ever had. I don't think history is going to treat him very kindly.

In Minnesota, I think if you take the word *progressive*, that would be a pretty good description for both parties over a lot of our state's history. I think Minnesotans want good education, they want good social services, they're certainly very progressive in the field of environmentalism, and they're not all that red hot for big military expenditures. Liberalism or progressivism or social change—whatever you want to call it: Minnesota has traditionally been in the vanguard of political improvement.

Minnesota's always been one of the earliest states to do all sorts of things: build a great university, enact outstanding education and special education programs, as well as social programs in all kinds of areas—this regardless of which party was involved. Both parties, to the state's great credit and benefit, have been progressive, honest, and active.

When it came to agriculture, Ignatius Donnelly was a populist.

Ignatius Donnelly, for example, was a Republican who advocated populist solutions for agricultural issues. Republican Luther Youngdahl, when he became governor, led the whole progressive move toward mental health reform as well as abolishing gambling in this state. People wanted good high-

ways, so they supported Babcock, a Republican, in building good highways. Both parties have realized as well that it makes good sense to invest in education, that this is one of the best things any society can do. So really, what I think has typified Minnesota politics, regardless of party, has been a pragmatic approach.

Harold Stassen, above, second from right, as a Young Republican.

At Sauerkraut Days in Henderson, Stassen denounced reactionaries.

This has been the case even with our most radical leaders. Floyd B. Olson's second inaugural address, for example, was probably the most radical inaugural address any governor in U.S. history ever made. Afterwards, he sent for Sen. Anton Rockne, a conservative protector of the state's treasury. Olson asked him what he thought of the speech, and Rockne replied, "Well, Governor, I have to tell you, if we did one-half of the things you proposed, we'd drive the state into bankruptcy." Olson laughed and said, "That's why I sent for you. You let me make the speeches, and you keep the state's finances strong, and we'll get along just fine."

I almost became a Democrat myself back in 1932, when I was voting in my first presidential election. It was during the depression, and I was for change. So I looked around and became very much enthused about Gov. Albert Ritchie of Maryland. He was seeking the Democratic nomination, and I'd really decided if he got it, I was going to vote for him, even though my parents were Republicans. I thought Ritchie represented a progressive future.

I listened with great interest to the Democratic convention on radio, and I remember as clear as anything when Texas swung to Roosevelt. It was reported that a Texan named Garner was going to be vice president. Then California swung to Roosevelt because they made a deal with California's McAdoo that he was going to be in the cabinet. Such gross trading just offended my innocent sensibility. I'm a little more accustomed to such things now, but I remember then how offended I felt. I told myself I'd have nothing to do with that guy Roosevelt. I voted with Hoover and have been a Republican ever since.

By 1934, I was 25 years old—a young turk—and I started a liberal Republican club of Minnesota. Our idea was that government had to reach all people, and that the American dream had to be available to everybody.

It's been a theme of the Democrats to build a perception—and in certain elections they've succeeded—that the Republicans were the rich, or they were this, or they were that. Was James J. Hill a Republican or a Democrat? I think he was a Hill.

The fact of the matter is that bankers and big business interests are in both parties all the time. They're for incumbents, for whoever is in power. They contribute to both sides as they always did. Carl Pohlad and Irwin Jacobs, for instance, think of themselves as more Democrat than Republican.

The thing you can't get away from is that it's impossible to narrowly define the Republican party. What is really needed is a great deal more perception on the part of the people that nothing is as simple as some people like to make it. Both parties of necessity have to have a broad scope of ideology or they don't ever have a chance of becoming the majority party. I don't, for instance, think anybody would subscribe to a platform that says: We're the rich people, and we want to stay rich and get richer, and we don't want those poor people to have any. That just won't play in Minnesota.

The debate between parties really becomes one of efficiency, and the competition is over who can best carry

Celebrating Minnesota's Centennial in 1958 were governors, clockwise, from top left, C. Elmer Anderson, Edward J. Thye, Hjalmar Petersen, Elmer Benson, Luther Youngdahl, Harold Stassen, J. A. D. Preus, and Elmer L. Andersen.

out the programs, who can best run the government. I think in many ways, progressive Republicanism provides the best answers.

Ken Dayton once said to me, "You know, Elmer, I've got to tell you—the liberal Republican person is the best of all worlds because there's an element of fiscal conservatism and a certain resistance to change, but also a willingness to be pragmatic about what needs to be done."

That's why the approach of the religious right more than just bothers me. The whole country was founded on religious liberty. I find the litmus test attitude intolerable. That's not to say, of course, that I would leave the party. My favorite scholar of the Reformation was Erasmus. He was a priest who saw the problems in the Catholic Church and wrote against them more effectively than anybody. He was brilliantly satirical in the abuses of indulgences and so on, yet he didn't leave the church. He stayed within the church and urged reform. I'd say Erasmus and the progressive Republican tradition in Minnesota today have this much in common: both are very critical of what's bad and they seek to improve things, but they don't want to destroy.

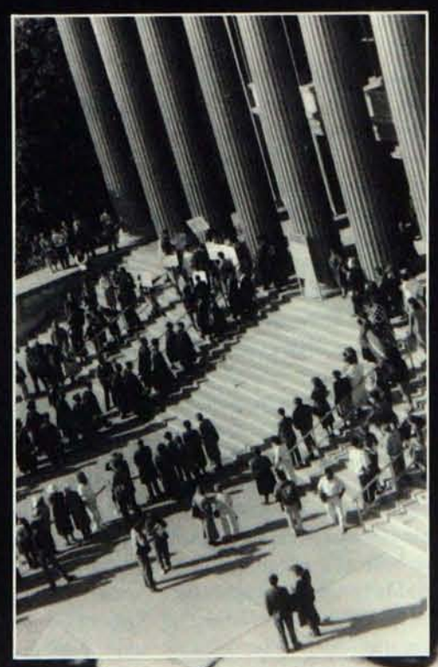
And I must give some credit to those who took over the party—it's there for anybody to take over. All you've got to do is go to the caucus and get more people to the caucuses than anybody else, elect delegates to the state convention, and you're in charge. The religious right did this, and they did it well, and so they're entitled to the power that they won.

I am certainly optimistic that the tide is turning and that a progressive Republican may be elected governor soon. I think the DFL party has done a lot of good and has a lot of good people in it, but I think it's also getting a little tired and creaky. I think there could be a change as soon as the next ten years.

The one well-known Republican who I think is pretty close to the pragmatic, progressive Republican tradition is state auditor Arne Carlson. To me, he has really earned the right to be the Republican candidate for the governorship. But apparently factions in the Republican party think he's too liberal, and other factions think that personally he is unattractive, whatever that means. In the last election, Carlson was the biggest Republican vote-getter in the state, and yet it doesn't seem very likely he's going to be endorsed by the Republican party.

Which means that the new standard-bearer for the progressive tradition may be someone who is not yet well-known. My advice to those who would like to rekindle the progressive tradition is simple: carry the caucus in your home precinct. If everybody does that, it will produce the change. ◀

The University's first four presidents—Folwell, Northrop, Vincent, and Burton—look down on scenes from President Nils Hasselmo's inauguration; the faculty procession arrives at Northrop Auditorium; Regent Alan Page and soloist Yolanda Williams, lower right. Facing page, President Hasselmo is presented with the regents' medallion.



PHOTOGRAPHS BY TOM FOLEY

INAUGURATION 1989

NEW BEGINNINGS. Autumn sonata. Inauguration.

October 20, 1989, the long black line of educators stretches past Northrop Mall, past Johnson Hall and Walter Library, past New Age students, hippies, GIs, and farmers' children, past times of resignation, retrenchment, reaction, and new horizons to the age of innocence and William Watts Folwell.

Mace bearer. Color guard. Regents and faculty. Deans, chancellors, vice presidents, and speakers. President. Academics, gowned in hooded robes of black, blue, and crimson, marked by chevrons, bars, and color, assemble in order of the founding of their institutions. The University of Uppsala, 1477, is first. Harvard, 1636, next. Then Yale, 1701, Princeton, 1746, and on and on to Arrowhead Community College, 1981.

Into Northrop, march and listen to the sounds of pomp and circumstance, anthems, processions, and overtures that fill the hall. Rimsky-Korsakov, Edvard Greig. Schubert, Brahms, and Tchaikovsky. Performances clear and ringing by Yolanda Williams, the University Symphonic Orchestra, chorus, and the audience assembled. Minnesota hail to thee.

Introductions, welcomes, presentations, and remarks. Tributes to a colleague are made with hope and determination.

Lieutenant governor Marlene Johnson presents the mace and invests Nils Hasselmo as thirteenth president of the University of Minnesota. A medallion given by the regents makes the ceremony complete. But first a presidential address, a reason to begin again.

The president from Sweden by way of Arizona; the linguist, author, and professor; the admirer of Mark Twain and American jazz offers a simple message: Ensure that the University of Minnesota provides not just access, but access to excellence. Do not try to be all things to all people, or indulge in the arrogance of pretending to be the only provider of higher education in the state. Provide what the University can best contribute. The people of Minnesota do not want, and will not accept, a University of Minnesota that is just "pretty good"; they want an outstanding university, said the new president. In fact, he staked his professional reputation as a linguist and president on it.

And so it ends. A tradition is carried out. A link is made. All that is left is celebration. Swedish dancers, Swedish fiddlers, a Ghanaian drum ensemble. A string quartet, a jazz pianist, and a classicist. Food and cheer. Wishes for success.

And seconds to take a snapshot in time. For the books, for the archives.

A reminder of new beginnings. To start again. ◀

Access to Excellence

Providing access to outstanding research, teaching, and public service tops President Nils Hasselmo's agenda for the 1990's

THANK YOU FOR joining in this celebration, a celebration of what the University of Minnesota has been, is, and above all, will be. We are reminded that we are a link in a great tradition, a tradition of freedom, opportunity, and responsibility to explore, to learn, to teach, and to serve. We are here to enjoy our sense of community, a community of scholarship and learning that spans the generations.

On a late September day in 1965, I walked into Folwell Hall to teach my first class of Old Norse Language and Literature. I had no thought of becoming president of the University of Minnesota. In fact, if I hadn't had the president's daughter in my class, I may not have known that the University *had* a president.

I was deep in thought about how to convey to the students all the wonders of the Old Norse sagas, the intricacies of the poetry of the Vikings, and the shaping of the early Scandinavian languages out of their Indo-European past. (In other words, all the good things I had learned from my mentor, Einar Haugen.)

Later that day, I was headed for Lindstrom, Minnesota, to continue my interviews with second- and third-generation Swedish-Americans. I was determined to write a grammar that would capture the interplay between Swedish and English that was characteristic of speech in immigrant communities—a grammar that would model the dynamics of language change. I also had a practical problem: When you arrive carrying your tape recorder, how do you convince a Minnesota farmer that you are doing important linguistic research—that you are not, after all, a tape-recorder salesman in disguise?

I did solve that problem. A Swedish accent helps—at least among Swedish-Americans.

Now, 24 years later, I confront another problem. How can I share with you a vision for the future of this university, a vision that will make sense to you—and to all the people of this fine state? I will try by stressing four themes that seem to me essential. I have called these themes "tradition and renewal," "local and global," "unity and diversity," and "access and excellence."

Tradition and Renewal

We work within a great tradition. The University of Minnesota represents three important strands in the history of higher education. There is the tradition of liberal education that informs the mind and enriches the spirit through the study of the humanities, the sciences, and the fine arts. There is the tradition of research and graduate and professional education that creates new knowledge, and ensures the competence of new generations of scholars, scientists, and professionals in a broad range of fields. There is the tradition of public service, problem solving for society, through the application of the expertise of the university. The unique contribution of the American land-grant university is the weaving together of these traditions into an integrated whole, and making the opportunities and fruits of teaching, research, and public service available to the people without socioeconomic, racial, ethnic, or gender-related barriers.

This is a great tradition, because it aspires to the highest achievements of the human mind and spirit for the good of all people. It represents an unflinch-

ng commitment to excellence without exclusiveness. It means that we strive for the highest accomplishments in humanistic scholarship, scientific research, and artistic creativity, but without exclusivity. It means that the ultimate purpose is to serve all people, but serving best by striving to *be* the best.

This tradition has another characteristic that is essential: It is a tradition that insists on renewal. This is no paradox. The tradition I'm speaking of is a tradition of purpose and process, not a tradition of content. It is *why* and *how* we do what we do that is part of our tradition, not *what* we do. The question *why* is answered, "for the benefit of all people." The question *how* is answered, "with excellence." The answer to the question *what* is determined by the continuing development of the academic disciplines and the professions, and by the changing needs of society.

We stand on the dividing line between two decades. Between a decade of questions and what must be a decade of answers. Between a decade when the world and the nation realized that change was coming, that change was necessary, and that change was possible, and a decade that must deal with the consequences and opportunities of change. Between a decade when *restructuring—perestroika*—became the catchword of East and West and a decade that must see that restructuring carried out to the benefit of our nation and the world.

In this university, too, we face the question of restructuring. A decade of academic planning has laid the foundation for the renewal of this institution within the framework of its land-grant mission. This is a time when our ability to renew ourselves within our tradition is being tested. Will we be able to meet the demands of the 1990s?

It is my hope that this speech will be interpreted as an answer to that question, as a resounding *yes*!

Local and Global

In meeting the challenges before us, our university community cannot be isolated. Locally, nationally, globally, the restructuring we face takes many forms. It involves political, economic, and social change. New opportunities for political participation; new economic opportunities—and a new economic competitiveness; new challenges of social integration. All of these changes are global in their impact. Never has John Donne's famous line, "No man is an island entire of itself," had more applicability. No man or woman or child, or state, or nation is "an island entire of itself" today. Our tradition gives us deep local roots. The "why we do what we do" still has a local manifestation, "for the people of Minnesota." But this statement of our local responsibility is now, by necessity, being changed to "for the people of this nation, and this world." This is not because our local responsibilities have lessened, but because they have become indistinguishable from our global responsibilities. The "what," what the University must do, is influenced by an agenda beyond local control. If we do not place our activities in this global context, we will not serve the state well.

Unity and Diversity

As our state and nation become more interdependent with the rest of the world, we face the problem of preserving unity, a special identity, while recognizing diversity. How can we preserve a society that is unified in its basic ideals and purposes, while recognizing that our society is made up of many races, nationalities, and cultures, all of which have contributed, and are contributing, to the rich tapestry that we call the United States? As an educational institution, we have a fundamental responsibility in this regard. Just as universities themselves seek to maintain a common core of learning, surrounded by the specialized disciplines, new generations need to learn the common core of democratic values that are derived from the Western cultural tradition, but within the larger context of the many other cultures and the men and women representing those traditions. Just as universities use their diversity—applying diverse disciplines to a particular problem—so must our faculty, staff, and students engage diverse cultural backgrounds in building a better society.

Access and Excellence

The recognition of diversity leads to the recognition that access is central to achieving our social goals. Ensuring that the access provided by the University of Minnesota is an access to excellence is the most fundamental issue we face. This is not a matter of choice. We, you and I, have the task of providing access to excellence and of making it known to the people of Minnesota that that is what we are doing.

How then do we achieve access to excellence?

It is important that this not be a specious argument or merely a slogan. Are we not limiting the enrollments at the University? Yes, we are. Are we not focusing on certain types of activities to the exclusion of others? Yes, we are.

How then can such limitations be reconciled with access, with service to all people? The answer is that, given limitations on our resources, we must make choices for the University of Minnesota that reflect our unique, or at least special, contributions to the state, within the broader system of higher education. We must be a properly balanced institution.

Let us look briefly at each of our three major areas of responsibility: teaching, research, and public service.

In teaching, access to excellence means that the University of Minnesota will serve all the people best by concentrating on those aspects of education that it can best provide. This means most areas of graduate and professional education, where the University is the only, or by far the largest, provider. But it also means that the University of Minnesota must concentrate on providing a special kind of undergraduate education. This can be done because the University offers undergraduate education in an envi-

ronment of graduate and professional education, research, and public service.

With more than 35,000 undergraduates, we are, and will remain, one of the largest undergraduate institutions in this country. But the University shares responsibility for undergraduate education, and certain types of graduate education, with other public and private institutions. It is not the only provider. It should try to serve with the highest quality those students who have the ability and willingness to complete the new preparation requirements that will go into effect in 1991: four years of English, three years each of mathematics and science, two years of social studies, and two years of a second language. It should admit students from every part of the state and every walk of life, within its capacity for high-quality education, and with special provisions to ensure that those whose education has been hindered by socioeconomic, racial, ethnic, or gender-related obstacles get the opportunity to succeed.

One indication of the problem we face in undergraduate education is our low graduation rate. We now graduate less than 30 percent of our students after five years. Although there are legitimate reasons why the graduation rate cannot be 100 percent, 30 percent is simply not acceptable. Access to excellence means access to education that leads to graduation within a reasonable time.

We have an excellent faculty, but we suffer from overextension and overcrowding. Quality means better access to the faculty through smaller classes. It means fewer students per adviser and better instructional equipment. Quality means better preparation for teaching assistants. It means better study space and better access to libraries and laboratories. Quality means more opportunities for participation in research and service activities. Quality means creating communities that can serve the students' intellectual, social, and recreational needs—in residence halls, campus organizations, and student government.

In research, access to excellence means that the University should be Minnesota's window to the rich world of research and scholarship, in this country and in the world at large. It should provide a Minnesota capability that will sustain a strong research and development effort for the state's highly technical and sophisticated business and industry, for its agriculture and biotechnology, for its state and local agencies, for its nonprofit organizations. This means basic and applied scientific work as well as humanistic scholarship and artistic activity. It means an understanding, through knowledge of other cultures, of both our own diversity and that of the world at large. The state needs a capability in the study of the universe and the atom, the human mind and the human body, Shakespeare and the gene, Bach and superconductivity. The state needs a capability in the development of supercomputing and natural resource management, in cardiovascular surgery and theater production, in biotechnology and literacy, in environmental planning and foreign languages.

"A decade of academic planning has laid the foundation for the renewal of this institution within the framework of its land-grant mission."

To have these capabilities, the state must invest in intellectual talent. We face a shortage of faculty talent throughout this country—indeed, around the world—and that means inevitably more recruitment and retention pressure. It also means making the best use of our own graduate and professional education, not relying on spinoffs from elsewhere.

The returns on the investment in this access to excellence in research are enormously valuable to this state. The return in cash alone is impressive. Last year the faculty, through individual entrepreneurship, brought in more than $200 million in sponsored research funding. Most of these dollars would not have come into the Minnesota economy without this effort. They translate, depending on the formula used, into at least 4,600 to 5,600 jobs, 60 percent of them outside the University. They translate into $1 billion worth of economic activity. That is a substantial return on the state's investment of tax dollars in the University, now amounting to less than one-third of the University's total budget. And that does not even consider the most important benefit of research, scholarship, and artistic activity—the return in quality of teaching and quality of public service, and the return in information, know-how, knowledge, insight, and in enrichment of life in the state.

Sometimes I hear people say: If the professors didn't have to do all this research, they would be better teachers! That almost makes me lose my supposed Scandinavian reserve. I almost get irritated! Research, scholarship, and artistic activity are the driving force in the intellectual activity that we call a university. The fact that they are all done in the same institution as the teaching and the public service is our unique strength. This creates a synergism that is one of the main reasons for the extraordinary vitality of this university community.

It is quite another matter that teaching is also important, and must be recognized and rewarded as such. We have not done as well as we should in that respect in the past, here and in other research universities. We have out-

standing teaching by first-rate researchers, scholars, and artists. In fact, I would vouch that much of the outstanding teaching is done by faculty members who are also outstanding scientists, scholars, and artists. We must make sure that outstanding teaching is recognized, not only through special awards, but in promotion, tenure, and salary decisions. Quality teaching is as important as quality research; both are indispensable.

In public service, access to excellence means that the University should provide a statewide infrastructure for problem solving and, through it, access to all the expertise available at the University. One model is the Minnesota Extension Service. And it is truly an exceptional model. Building on a strong tradition of service to a predominantly agrarian society, it now serves both its old and many new functions. It deals with youth development, child nutrition, waste management, water quality, community development, leadership training, and mediation (in connection with the farm crisis) as well as fulfilling its more traditional role as an information source for production agriculture. The better the University in general is, the better will be our problem-solving capacity.

Technology transfer is the new catchword for certain forms of public service. Our Office for Research and Technology Transfer Administration has developed into an effective mechanism for linking University research with the public and private sector. Last year, the University ranked fourth in the nation in the number of patents granted from faculty research, behind only MIT, the entire University of California System, and Stanford.

In each case—in teaching, research, and public service—we are serving all the people of Minnesota. We do not do this by trying to be all things to all people, not by indulging in the arrogance of pretending to be the only provider of higher education in the state. We do this by providing access to what we can best contribute to the people of the state.

That's what access to excellence means.

It has been alleged by our very own analyst of the human predicament, the philosopher from Lake Wobegon, Minnesota, Garrison Keillor, that this is the state of "pretty good." While I hesitate to take issue with a person of such magnificent insight into life, universal life as manifested in small-town Minnesota, I must provide an alternative analysis of "pretty good."

"Ensuring that the access provided by the University of Minnesota is an access to excellence is the most fundamental issue we face."

I am convinced that "pretty good," the presumed willingness of Minnesotans to settle for "pretty good," should not be interpreted as a willingness to settle for mediocrity. As a linguist, and a Scandinavian, I am quite familiar with the phenomenon called understatement. I firmly believe that it is this minimalist approach to language that is at work in Lake Wobegon. "Pretty good" is simply a Minnesota way of saying "outstanding." You betcha!

I'm speaking on the basis of this linguistic analysis. In fact, I'm today staking my professional reputation as a linguist and as president of this university on this interpretation: The people of Minnesota don't want, and will not accept, a University *of* Minnesota that is just "pretty good" in the parlance of those unaccustomed to understatement. They want an outstanding university!

In order to avoid any possible lingering misunderstanding, any linguistic ambiguity, I have shed some of my own understatement today. I want to state very clearly that "pretty good" in its normal meaning is not what the University of Minnesota is or will be.

This, then, is the agenda for the University of Minnesota in the 1990s:

Aspirations, Plans, Results, and Accountability

- The University of Minnesota will encourage the highest aspirations possible for all its campuses and agencies. Access to excellence will be the fundamental criterion applied in the evaluation of teaching, research, and public service.
- The University will stay the course of ten years of academic planning. We have made the commitment to make the tough choices; we're making them with care to continue the land-grant mission. In the 1990s, we will concentrate on implementation and results.
- The University will be accountable, in every respect, to the Board of Regents, to the governor, the legislature, its alumni, and friends—ultimately to the people of Minnesota. It will be accountable in financial matters; it will be accountable in terms of programs, in reporting what we are trying to do and what the results are; and it will be accountable in terms of effective management.

An Institution for the Students

- The University will be, first and foremost, an institution for the students. Their welfare, their intellectual development, and their preparation for productive and rewarding professional and personal lives will guide decision-making at all levels.
- The students will be challenged to prepare well for their specific courses of study before they enter the University's programs; they will be chal-

lenged to complete their degrees in the shortest time possible.

- The University will work with the public schools to increase the high school graduation rate of students of color; it will recruit and graduate students of color in numbers that equal or exceed the proportion of such students graduating from high school.

The Search for and Application of Knowledge

- Teaching, research, and public service will be developed as expressions of a single, unifying purpose, the search for and application of knowledge.
- The University will encourage and support outstanding teaching at the undergraduate, graduate, and professional levels by rewarding good teaching and advising and providing facilities, equipment, library and other information resources, and other logistical support.
- The University will encourage and support outstanding research, scholarship, and artistic activity by providing the same kind of logistical support.
- The University will encourage and support outstanding public service programs by providing an effective statewide infrastructure through which University expertise can help solve societal problems, and through which discoveries and innovations derived from University research can be put into practical use.

A University Community

- The University will seek to be, in every respect, a community of students, faculty, and civil service staff working toward common goals. Openness and respect for differing views will characterize the administration and governance of the University.
- The University will strive to compensate and reward its faculty and civil service staff in a manner commensurate with their responsibilities. In a highly competitive environment, compensation must, by necessity, continue to be based on market conditions, but compensation policy also will be based on principles of equity and fairness.
- The University will strive to recruit and promote women and minority faculty and staff members in numbers that equal or exceed their availability in the profession. Every effort will be made to help increase availability through recruitment and graduation of women and minority graduate students.

"Research, scholarship, and artistic activity are the driving force in the intellectual activity that we call a university."

- The University will continue to develop the public-private partnership it enjoys by working with alumni and with the University of Minnesota Foundation and other supporters of the University to foster even stronger cooperation.
- The University will provide a physical environment that, by being both attractive and functional, will contribute to a sense of community, and support the highest-quality teaching, research, and public service.

This declaration of intent—this agenda for the 1990s—is properly *our* academic vision for the future, not *mine*. What drew me back to the University of Minnesota was not the chance to impose—ex cathedra—*my* vision of a university, but the fact that the University, as a community, has paid such careful attention to developing its own institutional vision.

Just as the quality of a great university is a function of the quality of its faculty, civil service staff, students, alumni, and friends—in other words, the quality of its community—so is its vision essentially a community vision. Presidents don't make universities great; university communities do.

I was drawn back to Minnesota because I enjoy working with students, faculty, civil service staff, alumni, the governor, the legislature, and all the 4.5 million Minnesotans, to try to build the best university anywhere. There is nothing that is more important for the state of Minnesota at this time. This country needs outstanding research, teaching, and public service more than ever, and the University of Minnesota is ready to help forge state and national plans and policies for the "knowledge society," the "information age," the "global community" of tomorrow. Our local needs are now inextricably intertwined with national and international developments, and a major research university has the ability to bring the world to Minnesota and Minnesota to the world.

The opportunity to do whatever I can to contribute to this university community—to help it realize its shared vision—is a humbling challenge, but it is one I have accepted with enthusiasm, in the knowledge that I have the help of people who care deeply about the University of Minnesota.

I wrote some of these comments sitting in an old chair made by my grandfather. He was a carpenter in a small town in southern Sweden. I can still remember walking into his workshop, my little paw in his big, calloused hand. I remember the wonderful smell of wood. I remember the storeroom full of birch, maple, and pine. I even remember something of the wonder I felt at the way my grandfather could transform these rough pieces of wood into tables, chairs, sofas, chests. He created out of the material at hand something that was beautiful and useful.

That is also our task.

Legislative Networking Made Easy

With help from four state legislators, alumni at the Minnesota Alumni Association's tenth annual Leadership Day learned how to build legislative support for the University

BY SUSAN VOLKMER

"Lobbying is not a dirty word. The worst thing a legislator can do is vote uninformed, and there are very few lobbyists who don't have good information to help us in decision-making. Lobbying isn't arm twisting; it's making sure your legislator has the information necessary to make an informed decision on issues of concern to you."

REP. CONNIE MORRISON
IR, District 38A

IN THE SPIRIT of learning how to provide "good information" about the University of Minnesota to legislators like Morrison, 78 alumni, University staff, and friends attended the tenth annual Leadership Day of the Minnesota Alumni Association (MAA) October 21 at Coffman Memorial Union.

Held in conjunction with the inauguration of University President Nils Hasselmo, the half-day session was moderated by John French, MAA vice president and legislative affairs chair. Presentations were made by Rep. Morrison; Sen. Bill Luther, DFL, District 47; Rep. Mary Jo McGuire, DFL, District 63A; Rep. Jim Heap, IR, District 45B; Rick Heydinger, vice president of the University's Office of External Relations; Tom Nelson, University director of state relations; Margaret Carlson, MAA executive director; and Steven Goldstein, MAA national president. The workshop included role-playing, discussion of key issues, and tips on networking from the four metro-area legislators.

The program follows in the MAA's long tradition of seeking public support for the University, said Carlson, referring to one of the association's earliest efforts: a 1907 meeting with the governor at which alumni leaders urged the chief executive to allow the association to nominate all candidates for the Board of Regents. Most recently, said Goldstein, the association succeeded in changing the way regents are selected by proposing and helping secure passage of a bill that created a citizen Regent Candidate Advisory Council.

The association's current alumni legislative network, begun in 1987, will be working with the Minnesota Extension Service and other University colleges, schools, and groups to provide legislators with information about the University's 1990 request, which includes bonding for thirteen projects.

Alumni are the key to the University's success at the legislature, said Nelson. "Alumni have a tremendous potential and can make a positive impact on the University's legislative requests," he explained. "I'm impressed with the commitment of those attending this event."

"This is not a daunting task that we are setting for you," concluded French. "These people are your neighbors and your friends. They sincerely believe that their role is to do what you want them to do for your own good and the good of the state."

Can Alumni Make a Difference?

"The Minnesota Alumni Association is the sleeping giant of the University. You have great potential for influence because you care about this state, the 'U,' and the role the 'U' plays in the state."

TOM NELSON
Director of state relations

WHILE ONLY a few issues make the front page of the paper, 26 standing committees, each with two or three subcommittees, meet regularly during the legislative session to work out myriad other issues that confront the state.

"Legislative bodies are reactive bodies," said Rep. Jim Heap. That means that, for many issues, just five or ten

ILLUSTRATED BY JULIA TALCOTT

phone calls, visits, or letters may be enough to indicate an issue's importance and gain a legislator's attention.

"The legislature is a place where problems are solved, and legislators need to hear from constituents about the problems and how they might be solved," said John French, MAA legislative affairs chair. He stressed that because legislators are neighbors and friends, they're approachable; and because alumni know about the University, care about its future, and have no direct financial interest in the outcome of issues they are advocating, they are the best advocates for the University.

"A call from a constituent, or calls from half a dozen constituents, who support the 'U' and are recognized as voters who aren't on the University of Minnesota payroll, are just as important as the best testimony or the slickest presentation we can give in a legislative session," said Rick Heydinger, vice president of external relations. "Your job as alumni legislative volunteers is very valued. Legislators look to you for your support."

What Will an Alumni Legislative Network Volunteer Be Asked to Do?

Years ago in Washington, D.C., those who wanted to find out what was happening in Congress, or wanted to influence the outcome of some legislative decision, would gather in the lobby of the grand old Willard Hotel where they were sure to catch the legislator whose ear they wanted to bend or arm they wanted to twist. They came to be called "lobbyists."

THE MAA'S GOAL for the 1990 legislative session is to have at least one alumni legislative network volunteer in each district and more than one in some key districts.

As part of the network you would:

• **Contact** your legislators, other legislators you know personally, members of two key committees that deal with the University, and other legislative leaders.

• **Help** your legislators by listening to their concerns, attending a local forum or meetings they might hold.

• **Serve** as your legislators' personal link to the University of Minnesota year round by inviting them to be your guest at University and alumni events and by being available to answer questions and help create an understanding of the University.

To make a contact you can:

• Make an appointment to visit your legislators at the Capitol or in your district. Legislators are most easily reached in their home districts between sessions or on weekends early in the session. You may also need to contact them at the Capitol during the legislative session when important action regarding University issues will be taken.

• Phone your legislators. Leave your name and number and ask to be called back if your legislators are unavailable when you first call.

• Write a letter, preferably only one page. Use your personal or business stationery with an address in the district if possible.

How Can You Be an Effective Alumni Legislative Network Volunteer?

• Think of your legislator as your friend or neighbor and take a genuine interest in his or her point of view.

• Be ready to talk or write about why the University is important to you personally and professionally, using examples from your own experience.

• Organize your presentation. Plan your message clearly and keep it simple: say that you are an alumnus of the University who cares about its future and tell why; say what you would like your legislator to do and why his or her support is needed; ask for a commitment.

• Don't feel that you have to know everything; if you're asked a question you can't answer, say you don't know but will find out and get back to him or her later.

What's So Important About This Session?

"The University is no longer the number one kid on the block. Other educational systems are maturing and competing—this is a major change. More students are now enrolled in other systems, so there is a much more competitive environment for funds."

SEN. BILL LUTHER
DFL, District 47

THE 1990 legislative session is programmed to be short—ten weeks—and expected to be hectic. The legislature will consider between 500 and 800 bills, including the University's $126.8 million request to provide bonding for thirteen building projects. The projects are:

• Integrated waste management facility, fire and safety code improvements, and handicapped access, systemwide.

• Addition to the Biological Sciences Building, Twin Cities.

• Renovation of Wilson and St. Paul Central libraries, Twin Cities.

• Livestock teaching and research facility, Twin Cities.

• Addition of a music performance laboratory to Ferguson Hall, Twin Cities.

• Campus center, Duluth.

• Renovation of existing recreational sports facilities, Twin Cities.

• Remodeling of the Electrical Engineering Building for mechanical engi-

neering, Twin Cities.

• Renovation of and addition to the Architecture Building, Twin Cities.

• Renovation of the Veterinary Diagnostic Laboratory, Twin Cities.

• Agricultural Operations Management Center, Crookston.

• Campus Center/Food Services Building, Waseca.

• Renovation of the student union, Morris.

"We know we won't get all thirteen, but we're working to make it very difficult for the legislature to say no on any of them," said Tom Nelson, director of state relations.

"Bonding bills are not easy, but this one is very important to the 'U'," said Rep. Jim Heap. "I think it will have more to do with solidifying our future at the 'U' than anything else. It will give us forward momentum."

The Big Picture

"It's not a question of what we've done in the last 130 years that's at stake. It's what we're doing in the next century. Lobbying efforts in the 1990 session are for more than bricks and mortar. They'll be giving direction and momentum to carry us into the next century."

REP. JIM HEAP
IR, District 45B

THE UNIVERSITY of Minnesota was founded in 1851 as an autonomous institution governed by its own Board of Regents. When Minnesota became a state seven years later, the University was constitutionally guaranteed autonomy. The state and its university might have had little to do with each other were it not for tax dollars. The University relies on them. Today the state accounts for approximately 32 percent of the University's $1.8 billion biennial budget, and the University must account to the legislature how it spends its money.

"That might not sound too important," said Rick Heydinger, external relations vice president, "but in fact, it's crucial."

The state's University appropriation covers:

• most of the University's instructional budget, with proceeds from private campaigns providing the "margin of excellence";

• all of the infrastructure costs, including buildings, staff;

• all of the University's services, such as the Minnesota Extension Service and libraries;

• most of the University's building construction costs.

"It's been a partnership for 130 years," said Rep. Heap. "The 'U's relationship with the legislature has been tested recently, but the legislature has been statesmanlike in managing the conflict. All relationships have moments of strain, conflict, and difficulty, but if it all works as it should, those moments lead to a stronger union."

The challenges of the last few years—of financial mismanagement, athletics, changes brought about by Commitment to Focus, and others—have been perhaps the greatest in the University's history, said Sen. Bill Luther. "These conflicts have been unfortunate, but the fact that the 'U' has survived and the way it has survived say a lot in its favor."

Resulting changes in administration, the Board of Regents, and personnel are clear signs of an effort to restore confidence in the relationship between the University and the legislature, said Sen. Luther, adding that the legislature is eager to increase the "reservoir of goodwill" it has begun to experience in its relationship with the University.

While the state provides the University with needed support, the University returns the investment in many ways. University research contributed more than $200 million to the state in 1988 alone; the University's hospital, libraries, extension service, and other special projects provide valuable service to Minnesotans; and approximately 33 percent of the students enrolled in state colleges and schools were enrolled at the University during the 1987-88 school year.

The next century will challenge educational institutions to participate in an increasingly global market, said Sen. Luther. The University must compete not only with the maturing state university and community college systems in Minnesota, but with institutions in other states and countries.

To succeed, the University must have sufficient funds to continually upgrade the caliber of the teaching, research, and service it offers, said Sen. Luther. The legislature realizes that to compete in the global market, the state must have the strongest basic education system available.

What Can I Do?

Call or write Jane Whiteside at the Minnesota Alumni Association, 100 Morrill Hall, 100 Church St. SE, Minneapolis, MN 55455; telephone 612-624-2323.

For More Information

• For University legislative information: State Relations Office, 612-624-2855.

• To track the legislative progress of bills: Senate Information Office, 612-296-0504, and House, 612-296-6646.

• For copies of bills: Secretary of the Senate, 612-296-2343, and Chief Clerk's Office, 612-296-2314.

• For up-to-date committee schedules: House Calls, 612-296-9283, and Senate Hotline, 612-296-8088.

f o r
PEAT'S SAKE

THE ULTIMATE ENVIRONMENTAL BATTLE MAY BE FOUGHT ON 180,000 ACRES OF MINNESOTA PEATLAND: MINE THE LAND FOR MINERALS TODAY, OR PRESERVE THE FRAGILE ECOSYSTEM FOR TOMORROW?

LYING ACROSS northern Minnesota like a great, soggy blanket is the last truly unspoiled wilderness left in the contiguous United States. Formed of water and decaying plant matter, this ancient habitat is home to more than 25 rare plant and animal species. It encompasses 7 million acres within Minnesota and sprawls over the border into Canada, where it originally covered most of a vast area reaching from Manitoba to the eastern shores of Hudson Bay. It is one of the most complicated ecosystems on earth, yet much of it may be gone before we even come to understand what it is or why we should save it.

At the moment, the fate of Minnesota's peatlands—commonly know as bogs—rests heavily on mining companies, which hope to find gold under that inscrutable, mossy mantle. If they do, an unwanted wasteland will be transformed overnight into some of the hottest property in the state. But there are those who believe that the bog itself is worth as much or more than any gold that may lie in the bedrock beneath it, and they are fighting to preserve this wilderness before it is too late.

At the forefront of the loosely organized movement to save the peatlands is Eville Gorham, University Regents' Professor of Ecology and Botany, and staff member of the University Limnological Research Center, dedicated to the study of freshwater habitats. Gorham believes that large-scale mining is sure to upset the delicate balance of peatland water tables and alter the chemistry of the water, eventually destroying the ecosystem. "Almost anything you do in the watershed that feeds the peatlands can alter them substantially," he says, "and permanent mines developed within the peatlands themselves would definitely ruin them."

Originally from Nova Scotia, Gorham studied peatlands in England, Sweden, and Canada before joining the University in 1962. Much of his research has centered on peatland biogeochemistry—the chemical cycles of the nutrients and other elements within this habitat, and the role peatlands play in the acidification of lakes. Through his studies, he has come to appreciate this unique landscape that has been shunned throughout history by humans who considered it a barren, inhospitable wasteland. In reality, he says, it is a complex, fragile ecosystem.

Peatlands support a variety of plants, from water-loving sedges, rushes, and mosses to carnivorous plants such as sundews and pitcher plants, and flowers such as orchids and lady's slippers. In Minnesota, peatlands are home to such mammals as moose, northern bog lemmings, eastern timberwolves, and possibly even cougar, as well as the breeding grounds for more than 70 bird species, including the bald eagle and short-eared owl.

THE IMPORTANCE of peatland goes beyond the species it supports directly. Scientists speculate that if the greenhouse effect produces global warming, causing the water table to fall and the peatlands to dry out, these huge tracts of semicarbonized plant remains will begin to oxidize. When this happens, they will release carbon dioxide into the air, Gorham explains, adding to the huge quantities of that gas already present from centuries of burning fossil fuel. However, in their normal state, peatlands already produce methane, another greenhouse gas, from methanogenic bacteria that live in the waterlogged vegetation. If the water table falls, these methane emissions are likely to cease while carbon-dioxide emissions will take their place.

"We'll be decreasing one greenhouse gas and increasing another," says Gorham. "But no one knows yet how that will balance out."

To learn more about this process, Gorham and other peat experts at the Limnological Research Center are studying small, isolated "pothole peatlands" scattered throughout Minnesota, as well as the large peatlands in the northern part of the state. By observing these smaller peatlands, the researchers hope to gather a body of information to use as a guide should the same areas change as a result of global warming. "In all likelihood, these wetlands will be the earliest indicators

BY JACQUELINE AND BJØRN SLETTO

The Night is mother of the Day,
The Winter of the Spring,
And ever upon old Decay
The greenest mosses cling.

A Dream of Summer
John Greenleaf Whittier

ILLUSTRATED BY STEVE HOLDEN/JOHN MARTIN AND ARTISTS LIMITED

Today the peatlands are completely unprotected, and three of the original core areas may soon be put up for lease to mining companies.

of climate change in this area," Gorham says. "We are particularly concerned about getting good descriptive data on them now, so we'll have a basis for assessing climate changes in 50 years or so."

But changes may come to northern Minnesota peatlands much sooner than that if mining companies currently exploring the area find the gold they say is concealed in the underlying bedrock. Its location has baffled gold diggers for centuries, but this time prospectors have more than a vague hunch that it's there. They base their assumption on the hundreds of small- to mid-sized gold mines peppering southern Ontario all along the Canadian Shield—a huge slab of mineral-rich volcanic bedrock that forms a horseshoe around Hudson Bay and extends into Minnesota, Michigan, and Wisconsin. Since Minnesota's peatlands also lie over the shield, geologists say, it's reasonable to assume that they, too, harbor veins of gold. The trick is to find them.

Although gold tops the list of desirable finds, mining companies are also exploring Minnesota's peatlands for other minerals, such as copper and nickel. In addition, through the years, various schemes have been proposed to convert the peat into energy, as is done in other countries such as Ireland, the Soviet Union, and Finland.

In the meantime, the prospect of a gold strike has delighted northern Minnesotans who count on the precious metal to spur an economic boom in the area. One gold mine could employ 300 people directly and another 300 indirectly, according to the Minnesota Department of Natural Resources (DNR), and would create an industry valued at $12 million dollars or more. Such potential economic gains may tend to overshadow the ecological and scientific benefits of the state's peatlands.

Peatlands are home to sundew, a carnivorous plant.

BUT WHILE some people dream of finding gold in a wasteland, Gorham has been working with other environmentalists to ensure that the most important tracts of peatland will be protected should the metal be found. For the last ten years, he has helped the Minnesota DNR gather data on the peatlands and the many plants and animals that inhabit them. In 1984, the DNR submitted a proposal to the state legislature to protect eighteen scientifically and ecologically important core areas of peatland totaling 180,000 acres, as well as a 320,000-acre buffer area surrounding them. Altogether, the DNR hoped to save a half million acres—8 percent of Minnesota's peatlands—from mining. In addition, it specifically asked that *all* development be prohibited in the core areas.

State legislators, influenced by pressure from mining companies and pro-development forces, shelved the bill without a vote. Today the peatlands are completely unprotected, and three of the original core areas may soon be put up for lease to mining companies, according to Don Arnosti, a project director with the Project Environment Foundation, a nonprofit corporation concerned with preserving, protecting, and enhancing Minnesota's natural environment.

Although the future is uncertain for Minnesota's peatlands, Gorham hasn't given up hope that one day they will be preserved as an important scientific and aesthetic resource. But for those who look at this vast wilderness from an economic standpoint, Gorham offers another good reason for keeping it pristine. "It's an economic resource that we shouldn't waste casually," he argues. "The longer we keep these peatlands, the greater their ultimate economic value. It's like money in the bank. The minerals and the energy potential will be there as long as they are left alone. Why not keep them until we find there's absolutely no other alternatives left? Energy conservation can save far more energy than we could get from exploiting the peatlands. As far as minerals are concerned, if 100 or 200 years down the road the last bit of copper, nickel, or gold lies under the peatlands, then we might simply have to mine them. In the meantime, why not keep the best of these peatlands and only exploit them when, and if, we ever face disaster?"

Besides representing a hedge against future crises, peatlands are also precious because there is so little of them left on a world scale. Peat builds up at a rate of two inches per century, according to the DNR, yet humans have exploited it with abandon. Germany, Belgium, the Netherlands, and Denmark, once covered with sweeping peatlands, have used up almost all their peat for fuel, and Ireland is following in their footsteps. The Soviet Union harvests approximately 200 million tons annually, while Finland has drained more than half of its 25 million acres of peatland for forestry.

Although huge areas of peatland still exist—most notably in Canada and Alaska—Minnesota's peatlands represent an important piece of the world's environmental heritage. "Peatlands take several thousand years to form and mature, so it's an irreparable loss once they are gone," says Gorham. "It's exceedingly difficult to restore peatlands. If we mine them, we'll destroy them; there's no question about it."

"It's an economic resource that we shouldn't waste casually. The longer we keep these peatlands, the greater their ultimate economic value. It's like money in the bank."

Scenes from peatlands in Minnesota's Itasca State Park include a ring of *sphagnum* mosses, above, and bunchberries and *sphagnum wulfianum* moss, below.

PHOTOGRAPHS BY BJØRN SLETTO

GOPHER ALUMNI 1990

Tours

When you sign up for a Minnesota Alumni tour, you're assured of the finest possible travel experience. ◆ MAA tours provide unique educational and cultural itineraries, outstanding value, and treasured memories. ◆ Need more information about these or other MAA tours? Return the coupon below, or call Jane Hladky at 612-626-0397.

RUSSIA: PATHWAYS OF PETER THE GREAT

June 12-25
Be among the first Westerners to cruise the Neva River to Lake Ladoga, the Svir River, and beautiful Lake Onega. Combine this 7-day cruise with Moscow and Leningrad, and you're never far from the historical presence of Peter the Great.

Approximate price: $3,345.

MIDNIGHT SUN EXPRESS and ALASKA PASSAGE

June 30-July 12
Vast and remote, Alaska is more like a foreign country that our 49th state. Dome cars on the *Midnight Sun Express* bring you past virgin forests, snowcapped mountains, and wild game. The *Pacific Princess* takes you past fjords and glaciers as you cruise the Inside Passage to Vancouver. The rush is on. This trip sells quickly.

Approximate price: $2,749.

DANUBE CRUISE

October
Cruise the entire Blue Danube ending with three nights in Istanbul, "Gateway to the Ancient World." This leisurely tour takes you through eight countries on one historic river. Begin in beautiful Vienna and follow the 1800-mile course through Germany, Austria, Czechoslovakia, Hungary, Yugoslavia, Bulgaria, Romania, and Russia.

Approximate price: $3,495.

EGYPT: LAND OF THE PHAROAHS

October 2-13
Discover the treasures of Alexandria, Abu Simbel, Memphis, and Thebes, see the Great

Pyramids and Sphinx at Giza, and explore the more recent wonders of Cairo and Aswan. Five-day cruise down the Nile – from Aswan to Luxor – and a rare look at this land of antiquities.

Approximate price: $3,495.

◆ Costs are approximate from Minneapolis.

MAIL TO: MAA, 100 Morrill Hall, 100 Church St. S.E., Minneapolis, MN 55455

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MAA MEMBER? ☐ Yes ☐ No _____ Please send me information on MAA membership

_____ Please send the following tour brochures

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INFORMATION REQUEST FORM

Something Old, Something New

BY KATIE GUNDVALDSON

THE MINNESOTA Alumni Association (MAA) helped mix the old and the new the week of October 2, joining in the University of Minnesota's "Celebration of Pride" at Homecoming 1989.

Traditional activities included the annual homecoming parade down University Avenue, featuring the University Marching Band, area high school marching bands, and colorful floats; a bonfire; pepfest; and the crowning of homecoming royalty Kristin Milota and Ian Steyaert at Sanford Field. At the Saturday football game, the Gophers defeated Purdue's Boilermakers 35-15. Yet traditional events weren't the only happenings of the week.

The MAA helped establish a new homecoming tradition by organizing the University's second block party and flooding Nicollet Mall in downtown Minneapolis with maroon and gold. Despite frigid weather, an estimated 12,000 to 15,000 alumni, students, and friends attended the party prior to Saturday's football game. Participation far exceeded the estimated 5,000 that coordinators had first anticipated.

The block party, which was sponsored by the MAA in conjunction with the Student Homecoming Committee, included a pep fest, featuring former and present University cheerleaders, performances by both the Alumni Marching Band and the current University Marching Band, entertainment by radio stations, and food vendors offering everything from pizza to pastries. To conclude the party and open the game, both bands combined to march from the mall to the Hubert H. Humphrey Metrodome.

To celebrate pride in University research during homecoming week, the second annual "Academia in Review" highlighted more than 40 research projects from the colleges, schools, and coordinate campuses of the University. Terry Montgomery, president of the Greater Minnesota Corporation, spoke about applied research and technology and the role each plays in building Minnesota's future, specifically its economy. D. Fennel Evans, director of the University's Center for Interfacial Engineering, explained the nature and implications of basic research at the University. "Academia in Review" attracted several hundred students, faculty, staff, and non-University visitors.

"It really makes you feel like someone appreciates your work."

To celebrate pride in University employees, the MAA sponsored a Faculty/Staff Fiesta on Northrop Mall, where all University faculty and staff members were invited to munch on tacos and tortilla chips courtesy of Chi Chi's restaurant, while the University Jazz Band performed in concert. The luncheon was the MAA's way of saying thank you to University employees for their efforts and hard work. "It's a great idea," said one staff member. "It really makes you feel like someone appreciates your work."

Along with local celebrities, MAA employees took part in the celebration by serving food and beverages to the staff and faculty. An estimated 3,000 turned out for the celebration, topping last year's attendance by some 1,000 people.

Other homecoming activities included reunions by various colleges and schools. Fifty home economics graduates from the years 1944, '49, '54, '59, '64, '69, '74, and '84 turned out for a Celebration of Pride brunch at McNeal Hall on the St. Paul campus. Sponsored by the College of Home Economics Alumni Society, the brunch was the first to honor home economics graduates from several different years at one time. "We're going to start to do something like this every year," said Jill Hagel, coordinator of the event. "It's nice to have the range of classes." Plans for next year also include a special celebration for the class of 1940 as it celebrates its 50th reunion. ◀

PHOTOGRAPH BY TIM RUMMELHOFF

CALENDAR

JANUARY

13TH

School of Journalism and Mass Communication Mentor Program Orientation, 10:00 a.m., Murphy Hall Auditorium, Minneapolis campus.

18TH

Biological Sciences Alumni Society Board Meeting, 5:30 p.m., 46 McNeal Hall, St. Paul campus.

Minnesota Alumni Association Executive Committee, 7:30 a.m., location to be announced.

26TH

Institute of Technology Alumni Society Executive Committee Meeting, 7:30 a.m., Denny's Restaurant, Golden Valley.

FEBRUARY

7TH

University Women Alumni Society Board Meeting, 6:30 p.m., Centre Village Condominiums, Minneapolis.

8TH

Phoenix Alumni Chapter Annual Meeting, time and location to be announced.

9TH

Sun City Alumni Chapter Annual Meeting, time and location to be announced.

10TH

Biological Sciences Alumni Society Executive Council Meeting, 9:00 a.m., Denny's Restaurant, Golden Valley.

13TH

Band Alumni Society Executive Council Meeting, 7:00 p.m., 280 Ferguson Hall, Minneapolis campus.

14TH

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

15TH

Minnesota Alumni Association Executive Committee Meeting, 7:30 a.m., location to be announced.

17TH

Suncoast Alumni Chapter Spring Event, time and location to be announced.

19TH

School of Public Health Alumni Society Board Meeting, 4:30 p.m., Room 1-301 Mayo, Minneapolis campus.

20TH

Institute of Technology Alumni Society Board Meeting, 5:30 p.m., location to be announced.

MARCH

13TH

Band Alumni Society Executive Council Meeting, 7:00 p.m., 280 Ferguson Hall, Minneapolis campus.

15TH

Biological Sciences Alumni Society Board Meeting, 5:30 p.m., 260 Biological Sciences Center, St. Paul campus.

30TH

Institute of Technology Alumni Society Executive Committee Meeting, 7:30 a.m., Denny's Restaurant, Golden Valley.

At Home in the Mayor's Office

Little Falls' mayor is a home economist who knows her city's business

BY SHERI BREEN

FLEXIBILITY AND endurance are standard requirements for Patricia Spence, who can claim more job descriptions than free time. She is in her second term as mayor of Little Falls, a city of 7,500 in central Minnesota's dairy country. In addition, she is the owner, with her husband, Guy, of a gift and bridal shop that outfits area wedding parties. Finally, she is the thrilled but sometimes exhausted mother of David, who, on May 19, made her a first-time parent at age 39.

Such broadly demanding duties frequently overlap, according to Spence, who received a B.S. in home economics education from the University in 1971. Committee meetings once held in city hall now might take place around the dining room table of the Spences' apartment, conveniently located above their main-street shop.

All of these jobs appear far removed from Spence's plans to teach high school home economics. Known then as Pat Brandt, she graduated from high school in Willmar in 1967, and spent two years at Willmar Community College before completing a degree at the University. During her final nine months of undergraduate work she was a teaching intern in Staples, Minnesota, part of a University trial program that paid her $900 for a full teaching load.

Despite the low pay, the internship had long-term advantages, such as saving Spence the trouble of applying for jobs after graduation. She was persuaded to stay in Staples, a small town with "a good school system and lots of opportunity to grow."

She met and married Staples elementary teacher Guy Spence and helped develop and launch a home economics curriculum that is still used in regional secondary schools.

Second-term mayor Pat Spence is a University home economics graduate with a husband, eight-month-old son, small business, and city to look after.

By the end of 1976, however, the rigid structure of the classroom environment was wearing on the Spences, and the couple began to look for other opportunities. "It wasn't a growth experience, and I needed more challenge," she says.

The new challenge turned up in Little Falls, where the Spences bought a gift shop in 1977 and added a bridal business four years later. The Spences soon became involved in community issues and events, but it was Guy, not Pat, who first jumped into local politics, serving on the school board for six years. Meanwhile, concerns were growing about the economic future of Little Falls, a county seat in a region with high unemployment, relatively little industry, and a troubled farm economy. Nearby Camp Ripley and the city's fame as the hometown of aviator Charles Lindbergh helped boost business, but several major employers were closing plants, and unemployment hovered around 20 percent. Many residents, including Spence, faulted the city administration for its lack of action and antagonistic attitude toward business development.

As the 1982 mayoral election neared, Spence says, "People started coming in and urging me to run." Finally, three days before filing closed, Spence went to city hall and joined the five-way race. A few weeks later, supported by nearly 70 campaign workers, the slogan "Positive Pat for Mayor," and 61 percent of the vote, Spence became Little Falls' new chief policymaker.

She attacked the job with characteristic enthusiasm. Spence had served on

PHOTOGRAPH BY DAN VOGEL

the library, symphony, and United Way boards, but had been to city hall only a few times before her candidacy. She studied, listened, and talked to as many people as possible, and soon realized that her first battle as mayor was the prevailing negative attitude about the city's future. A community quickly loses energy when talk centers on "how the city is dying," she says.

Economic development is the key, Spence believes, and she has aggressively sought new business expansion and investment for Little Falls. To a great extent, those efforts have been successful. A boat manufacturing complex has been rebuilt and expanded, several new businesses have moved into the city, and unemployment has dropped more than 50 percent. Spence has reveled in working out complex financing arrangements and wooing businesses by selling Little Falls' attributes.

Technically, the job of Little Falls mayor is a half-time position that pays only $250 per month, but Spence's efforts have been unstinting. After nearly seven years on the job, her observers repeatedly point to her energy and commitment.

"She brought a lot of vision and enthusiasm to the community," says Janna King, an industrial development specialist who advised the joint city/county community development corporation during Spence's first term in office. Her commitment to development, King recalls, was "absolute" and "undying."

The government's communication with businesses had been a problem before Spence was elected mayor, according to Little Falls city council president Michael Doucette. Spence, however, has been "able to meet with people and come to an understanding and then find ways to solve problems," he says.

Spence's relationship with the council also has been welcome, says Doucette. "She likes to involve the council as much as possible, so it becomes a cooperative idea or success story. She doesn't try to take all the glory. She likes to keep us informed and she's willing to share."

Successes make the job of a small-town mayor gratifying and exciting, but the duties have brought some hardships as well. A few highly prized development projects have not survived the negotiation stage, including a cheese plant touted by Gov. Rudy Perpich, and Minnesota Downs, a racetrack whose financing has been affected by losses suffered by the state's first track, Canterbury Downs.

Even though she expected to spend her working life as a teacher, preparation for the role of mayor began during her University days, according to Spence. Economics and management were emphasized in the College of Home Economics, "and those skills surely transferred." In addition, she developed leadership skills while serving as president of the Home Economics Board and through membership in several committees, boards, and home economics organizations.

Her strongest involvement in University activities, Spence recalls, was through interaction with faculty members such as former dean Keith McFarland, whom she calls "supersupportive." Faculty involvement in the community made them good role models, and the example "couldn't help but rub off."

McFarland, now retired, remembers Spence's leadership potential. "She was an ebullient, vital, lively creature," he says. "Nothing she's accomplished since she left the campus would surprise anyone."

Plenty of issues remain in Little Falls, and Spence says a decision to seek a third term would be "easy" under current conditions. Her husband provides critical support, the city council works well with the mayor's office, and the city has a good staff, "but I would hesitate if the situation changed." Higher political office does not entice her, Spence says. Family attachments would make a legislative career unenjoyable, she explains, and no other position offers the advantages of local service.

The prestige of being a small-town mayor may not be great, but its principle benefit is simple, she says. Through politics at the grass-roots level, "you can readily see the results of what you do."

Pool Resources

The University's new aquatics center is already making a recruiting splash

BY BRIAN OSBERG

THE WOMEN'S swimming and diving team, quietly receiving national recognition, is looking forward to a bright future. The team placed twentieth in last year's NCAA meet after finishing second to Michigan in the Big Ten.

Head coach Jean Freeman, in her seventeenth season, expects improvement this year. "I think we will be better nationally this year though not as good in the Big Ten," says Freeman. "The other Big Ten schools have improved their depth, and Ohio State had an excellent recruiting year."

The Gophers have finished in second place five of the last six years. "We have been happy with second place, though not complacent with it," says Freeman. "I would like to bring a Big Ten championship to the University of Minnesota, but it is going to be a few years down the line."

Despite losing eleven seniors to graduation and another swimmer who is not returning for personal reasons, Freeman is optimistic because of the dramatic improvement of the others. "A number of our swimmers who made the nationals last year but did not score should score this year," says Freeman. The team is led by senior tricaptain Tami Grewenow, who earned all-American honors in the breaststroke. "Tami was our leading scorer in the nationals last year," says Freeman. "She is a strong meet performer." According to Freeman, Grewenow's practice performance has improved because of the presence of newcomer Anne Eldegard, who has superb training habits. "It's enhancing her practice performance," says Freeman.

Other top performers on the squad include sophomore Lynn Newton, who is "our best distance swimmer" and Linda Oegema, a sophomore who is the team's top individual medley performer.

The women's swim team and coach Jean Freeman have a soft spot in their hearts for Cooke Hall, but will be moving to a new state-of-the-art swim center in 1990.

The team has an international flavor this year with Eldegard heralding from Norway and Oegema from Holland. Freshman Sabine Westhoff and senior Uta Herrmann both hail from West Germany. Freeman says there never has been a formal effort to recruit abroad. "The first international student/athlete came six years ago from Finland after hearing about our program," says Freeman. "She is now working with the Finnish national team."

The recent success of the program and the soon-to-be completed aquatics center has Freeman optimistic about attracting new swimmers. "There is a surge in recruiting, and we have a whole different caliber of athlete looking at our campus," says Freeman. "We have a strong sophomore class in part because of the planned aquatics center."

The new center is being built on the site of the old Memorial Stadium for the 1990 Olympic Sports Festival.

With a 50-meter pool, it will give the University state-of-the-art training facilities. Still, Freeman has fond memories of Cooke Hall. "There is a

PHOTOGRAPH BY RICH RYAN

lot of tradition with the Cooke Hall pool," says Freeman. "We have made the best of it for many years."

Freeman is proud of the academic performance of the team. The men's and women's swim teams achieved academic recognition by having a composite grade point average of better than 2.8. "We recognize members of our '3.0 Club' each quarter by placing their names and pictures in the hall," says Freeman. "We had 22 who made the club last year."

A variety of approaches is employed to encourage academic achievements. "Once a week we meet to discuss academics, what has worked, what has not," says Freeman. "My philosophy is that if push comes to shove, the athletic side has to give." The team has a big sister/little sister program, with upper-class swimmers working with younger teammates once a week on schoolwork. "If you have enough things going on, you hope one of them works," says Freeman.

Gopher forward Richard Coffey is one of the top-ranked basketball players and rebounders in the Big Ten.

The Gophers lost a close meet to Iowa in October, though it was not a major concern to Freeman. "Our sport is centered on practice in the fall quarter and on competitive meets in winter," says Freeman. "We will probably not be ranked in the top twenty until January, though early ranking is important in recruiting." The squad went on a two-week training trip to Hawaii in December, which Freeman says helped bring the team together.

Though the program must raise some of its own funds, it receives financial support from the state legislature. "The state of Minnesota has made a huge commitment to women, not only the woman athlete," says Freeman. "I'm very proud to be a woman in this state.

"It helps that I love my job and that I'm very proud of the University of Minnesota."

BASKETBALL

"You're not going to find a harder

PHOTOGRAPH BY WENDELL VANDERSLUIS

worker, a better basketball player than Richard Coffey," says men's basketball coach Clem Haskins. "If you want to start a basketball team, you start with Richard."

Coffey is a starting forward on the Gopher team, which has been ranked in the top twenty in the country. The 6-foot-7 senior from Aurora, North Carolina, speaks most proudly of the fact that he will graduate in four years with a degree in business and sociology. "Every college player dreams of playing in the pros, but if it doesn't happen I hope to get into sales. I like to communicate and interact with people," says Coffey, who has interned with Honeywell, Pillsbury, and State Farm Insurance Company.

Coffey is a role player for the Gophers, a power forward who specializes in rebounding and defense. Coming back from a serious knee injury, Coffey says he is healthy now and aims to lead the Big Ten in rebounding. "Our goal is to win the Big Ten championship; everyone is back, and we have good chemistry," says Coffey. "We have matured as basketball players and as people and will play hard."

"I knew of Coach Haskins from a man who influenced me while I was in the military, who told me to play for Coach Haskins if I had the chance. That is the main reason for my coming here."

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On an exhibition trip to New Zealand and Australia this past summer, Coffey and the Gopher team went undefeated against the countries' national teams. "Except for me, none of the players had been out of the country. It was a good experience," says Coffey. "Anytime you are on the basketball court together it makes you better as a team. Practice makes perfect."

Coffey came to the University after a three-year stint as a paratrooper in the army, where he grew five inches and gained 60 pounds. Being in the service, says Coffey, "helped me a lot in learning to live and deal with people you like and dislike, and it teaches you discipline."

"I knew the first time I came here that I would attend the University," says Coffey. "I knew of Coach Haskins from a man who influenced me while I was in the military, who told me to play for Coach Haskins if I had the chance. That is the main reason for my coming here. He is hard to play for but he is fair. He gets you ready, not only for basketball, but for the real world when you leave this university."

Coffey says he patterns his life after his father, who recently passed away. "My father always worked hard, never did a job 90 percent, always 100 per-

cent," says Coffey. "When he got involved in something he always finished it. That's what I try to do. He always took care of his family. If I can be just half the man he was, I will be a good man."

On the Gopher team, Coffey will have a strong supporting cast, with high-flying forward Willie Burton and talented guard Melvin Newbern providing the scoring punch. The Gophers also return starters Kevin Lynch and Jim Shikenjanski, who, with sixth man Walter Bond, provide the nucleus of a Big Ten contending team. A big surprise during the summer exhibition trip was the development of junior guard Mario Green.

For the first time in many years the Gophers will have good depth and a strong bench, which will help them toward their ultimate goal: the NCAA Final Four tournament in Denver. The unknown factor this season is the pending NCAA investigation, which could affect postseason eligibility. "We realize the investigation is going on, but we don't think about it, we can't control what happens," says Coffey. "We just have to come out and play basketball well and perform well in school and concentrate on those two things."

Coffey has already built fond memories of the University, even of the team's home in the Gopher "barn." "Williams Arena may look old, especially when it's empty, but once you get the place filled, it's very loud and the fans are very supportive," says Coffey. "Throughout the first two years we won very few games, but they [fans] kept coming and kept believing in us, and we just played hard for them and now it is paying off."

FOOTBALL

The Gophers ended their season with a 6-5-0 record overall and a 4-4-0 record in the Big Ten. **Darrell Thompson**, who ended his career by breaking six Gopher records and tying two, was selected by his teammates as the most valuable player and outstanding offensive player. He and **Mac Stephens** were named team cocaptains. Thompson is the only player in Big Ten history to rush for more than 1,000 yards as a freshman and sophomore. Others selected to receive awards were **Dan Liimatta**, for competitiveness on the field and in the classroom; **Jon Melander**, total unselfishness and most concern for the University; **Eddie Miles**, outstanding defensive player; and **Brent Berglund**, outstanding special teams player.

Minnesota defeated Iowa State, 30-20; Indiana State, 34-14; Purdue 35-15, Northwestern, 20-18; Wisconsin, 24-22; and Iowa 43-7. The Gophers lost to Nebraska, 0-48; Indiana, 18-28; Ohio State, 37-41; Michigan State, 7-21; and Michigan, 15-49.

GOPHER NOTES

The **women's volleyball** team advanced to the final sixteen of the NCAA Division I women's volleyball championship in Lincoln, Nebraska. Minnesota (29-8) is the Mideast Region's number five seed and will play number one seed Nebraska. The Gophers qualified for the regional tournament by sweeping Colorado 15-11, 16-14, and 15-11, before a record first-round Williams Arena crowd of 4,969.

CLASS NOTES

EDITED BY TERESA SCALZO

COLLEGE OF AGRICULTURE

'82 Marlys Miller of Prairie Villa, Kansas, received a Certificate of Merit at the annual Jesse H. Neal Awards luncheon. Miller, who is an associate editor for Vance Publishing Corporation's *Pork '88*, was honored for her article entitled "Animal Rightists: They could legislate you out of business."

SCHOOL OF DENTISTRY

'57 Lloyd E. Pearson of Edina, Minnesota, was elected vice president at the annual meeting of the American Association of Orthodontists and the American Board of Orthodontics. Pearson has served on the American Board of Orthodontics for six years.

'68 Harold Eberhardt of Edina, Minnesota, has joined Group Health Inc.'s dental department in the Apple Valley Health Center. Eberhardt was in private practice for eighteen years.

COLLEGE OF EDUCATION

'76 Steven R. Merrick of Bethany, West Virginia, has been named director of alumni relations at Bethany College. Merrick was previously director of alumni relations at Chapman College in California.

'81 John Faustgen of Wausau, Wisconsin, has joined the pension marketing department of the Wausau Insurance Companies as an associate retirement plan specialist.

'85 Laurence C. Wright of St. Charles, Illinois, has been promoted to manager in the professional education division of Arthur Andersen & Company.

LAW SCHOOL

'61 John Trygve Troan of Phoenix has been selected to appear in *Who's Who in the West* and *Who's Who in Finance and Industry*. Troan, who is a tax attorney and corporate CEO, was cited for his accomplishments in land-use planning and zoning, and as a senior arbitrator for the Better Business Bureau.

'68 Steven H. Goldberg of St. Louis Park, Minnesota, has been appointed dean of the Pace University School of Law in White Plains, New York. Goldberg previously served as associate dean for academic affairs and external relations at the University of Minnesota Law School.

'69 Daniel R. Wachtler of White Bear Lake, Minnesota, has joined the St. Paul office of Briggs and Morgan. Wachtler was previously with the law firm of Felhaber, Larson, Fenlon & Vogt.

'79 James P. Dahlberg of Morehead, Kentucky, has been appointed coordinator of the Paralegal Studies Program at Morehead State University. Dahlberg is an assistant professor of government at Morehead.

'84 James R. Eben of Milwaukee has been promoted to assistant general counsel and assistant secretary in the law department of Northwestern Mutual Life Insurance Company. Eben was previously a senior attorney with the company.

COLLEGE OF LIBERAL ARTS

'24 John Schmoker of Black Mountain, North Carolina, has been honored by the creation of the John Benjamin Schmoker Award for Outstanding Service to International Students, which is presented annually by the National Association for Foreign Affairs. Schmoker was the award's first recipient in 1986.

'50 Burton Boersma of Westport, Connecticut, has been named senior vice president of Meredith Corporation's Magazine Group. Boersma most recently served as the Magazine Group's vice president and publishing director for business development.

'67 Carol Pine of Deephaven, Minnesota, was a finalist in the Minnesota Entrepreneur of the Year Awards Program and was honored as a Supporter of Entrepreneurship by the program. Pine is vice president of business communications/publications at Yeager Pine & Mundale, which she cofounded in 1979.

'68 Robert Bonner of Northfield, Minnesota, has resigned as coach of the men's tennis team at Carleton College. Bonner, who is a history professor at Carleton, served as coach for ten years.

'69 Marshall Tanick of Golden Valley, Minnesota, received the Freedom of Information Award by the Minnesota Chapter of the Society of Professional Journalists. Tanick, a partner in the law firm of Mansfield & Tanick, was honored for his achievements in securing public information under the Open Meeting Law and Government Data Practices Act while representing the University's student newspaper, the *Minnesota Daily*.

'76 Jennifer Gallo of New York has been named national advertising director for *Country America*, Meredith Corporation's newest magazine. Gallo was previously New York sales manager for Hearst Corporation's *Country Living* magazine.

'81 James Terwedo of New Prague, Minnesota, was named one of the Minnesota Jaycees' Ten Outstanding Young Minnesotans. Terwedo is the attorney for Scott County, Minnesota.

'84 Elizabeth A. Handler of Bethesda, Maryland, has become associated with the law firm of Morgan, Lewis & Bockius in Washington, D.C.

'88 Kari Hubbeling of Storm Lake, Iowa, has joined the student services staff as residence hall director of Swope Hall at Buena Vista College in Storm Lake.

'88 Sheryl L. Thomson of Brooklyn, New York, has been named a 1989-90 Woodruff Fellow by Emory University School of Law. Thomson is an independent contractor for Policy Research Associates.

CARLSON SCHOOL OF MANAGEMENT

'39 Herbert L. Hughes of Dubuque, Iowa, has been promoted to senior vice president and secretary of Flexsteel Industries in Dubuque. Hughes was previously vice president of finance and secretary for the company.

'64 Ray Rauch of Plymouth, Minnesota, has been named senior vice president of marketing for Kraus-Anderson Construction Company. Rauch has been with the company since 1981, most recently serving as vice president-marketing.

'66 Charles W. Swanson of Minneapolis has received a Medtronic Leadership Award. Swanson is director of regulatory affairs in Medtronic's cardiac pacing business.

'76 Jeffrey Andersen of Eagan, Minnesota, has been promoted to vice president, chief financial officer of Volunteers of America Health Management. Andersen previously served as finance manager for the organization.

'82 Ann M. Setnes of Minneapolis has joined the law firm of Messerli & Kramer. Setnes previously served as judicial clerk with the Seventh Judicial District in Alexandria, Minnesota.

SCHOOL OF MEDICINE

'45 Aaron B. Lerner of Woodbridge, Connecticut, has been elected to senior membership in the Institute of Medicine, the national organization that examines policy matters on the public's health. Lerner is a professor of dermatology and former department chair at the Yale School of Medicine.

'46 William F. Nuessle of Bloomington, Minnesota, has joined Group Health Inc.'s department of internal medicine in the Brooklyn Center Medical Center. Nuessle was in private practice for 29 years.

'60 David W. Bean of Yankton, South Dakota, has been named deputy commissioner for mental health in the Texas Department of Mental Health and Mental Retardation. Bean was previously chair of the University of South Dakota School of Medicine.

'62 David C. Brown of Minneapolis has received the Distinguished Alumni Award from Breck School. Brown is director of dialysis at Abbott Northwestern Hospital in Minneapolis.

'73 Barbara Patrick of St. Louis Park, Minnesota, has joined Group Health Inc.'s Department of Internal Medicine in Riverside Medical Center. Patrick was previously in private practice.

Deaths

Ralph H. Kurtzman, '22, Minneapolis, Minnesota, November 14, 1988.

Frances Miller Anderson, '29, Minneapolis, Minnesota, June 2, 1987.

Robert S. Marvin, '39, Charlottesville, Virginia, May 17, 1989. Marvin moved to the Washington, D.C., area in 1949 to work for the National Bureau of Standards, retiring in 1973 as chief of rheology, the study of viscosity, elasticity, and other changes in the flow of matter. Marvin was active in numerous professional organizations and had been a visiting professor at the University of Kyoto in Japan.

Donald Klinefelter, '43, Northfield, Minnesota, June 8, 1989. Klinefelter was director of admissions at Carleton College in Northfield from 1941 to 1961, when he became registrar until his retirement in 1971. Prior to his arrival at Carleton, Klinefelter was a teacher and coach at Wayland Academy in Beaver Dam, Wisconsin, and a high school teacher and school superintendent in Slater, Iowa, in the late 1920s.

Sylvia "Stevie" Frankel Hertz, '47, Flint, Michigan, June 9, 1989. Hertz was a former librarian for the Flint Public Library and University of Michigan-Flint. A memorial at the University of Michigan-Flint library will be constructed in 1991 to honor Hertz's work and community involvement. An active volunteer and community activist, Hertz served on many committees and boards, including the United Way Allocations Committee, Flint Institute of Arts Founders Society, and Council of Michigan Foundations.

Dewey G. Force, Jr., '48, Roseville, Minnesota, June 21, 1989. Force's 40-year career in education focused almost entirely on classes about children with handicapping conditions. Force began teaching at the University's College of Education in 1957 and, after his retirement in 1983, continued to work with graduate students. Force was a lay volunteer for the United Methodist Church and was involved in the accessibility remodeling of Hamline United Methodist Church several years ago.

Zella Bryant, '49, Washington, D.C., July 2, 1989. Bryant joined the Public Health Service in 1942 and served as chief nurse in the office of civilian defense during World War II. After the war, Bryant developed nursing services for migrant laborers for the Department of Agriculture and, in 1947, became chief nurse in the tuberculosis control program of the Public Health Service's bureau of state services. After an assignment in Dallas as regional nursing consultant, she returned to Washington, D.C., and retired as chief of public health nursing in 1963. Bryant served as nursing consultant to foreign governments and the World Health Organization.

John C. Halverson, '50, Kansas City, Missouri, June 26, 1989. From 1974 to 1982, Halverson was responsible for quality control at Peavey Company's flour mills throughout the country. In 1983, Halverson became deputy director of the standardization division of the U.S. Department of Agriculture's Federal Grain Inspection Service in Kansas City.

William G. Bursch, '66, Minnetonka, Minnesota, May 28, 1989. Bursch was former president and chief executive officer of Experience, Inc., an international agricultural consulting firm. Before joining Experience in 1972, Bursch operated a grain and livestock farm in Willmar, Minnesota, served as an agricultural economist for the Department of Agriculture, and served as an assistant professor at Purdue University.

EDITED BY MAUREEN SMITH

ACCESS TO EXCELLENCE will be a theme of his administration, University President **Nils Hasselmo** said in his inaugural address October 20. "Ensuring that the access provided by the University of Minnesota is an access to excellence is the most fundamental issue we face," he said. Among the specifics he cited were better access to faculty through smaller classes, fewer students per adviser, and better study space.

Financial agreements with former administrators have stirred controversy in the news media and among legislators. In a negotiated settlement with librarian **Eldred Smith** in 1987, Smith was retained as a tenured professor and paid $80,500 to withdraw a grievance he filed when his contract as chief librarian was not renewed. He has been in California for the last two years on administrative leave and has written a book.

President Hasselmo proposed an action plan to the Board of Regents in November. The plan includes adopting a policy on **administrative transitional leaves**, adopting a new severance policy for academic professional and administrative personnel, requiring presidential approval of litigated settlements involving termination, completing a case-by-case review of early retirements since 1982, enforcing the contract with Eldred Smith, and establishing an external group to review and assess the plan.

Five former senior administrators are on administrative transitional leave in 1989-90, Hasselmo reported. Their cumulative salaries for the year will be $171,805. Eight former senior administrators were on leave in 1988-89, with combined salaries of $625,239. The purpose of leaves is to provide "retooling" for administrators who will return to the University's faculty.

The regents voted 9 to 3 to confirm **enrollment targets** established in the 1987 appropriations bill for the period through 1993. The 1993 target for all five campuses is 31,600 full-year-equivalent (FYE) undergraduate students, down from an FYE enrollment of 35,666 in fiscal year 1989.

Controlling enrollment has only one purpose, President Hasselmo said—to "solve the problems caused by overcrowding and provide an even better learning experience for our students."

Concern about **tuition** may limit the University's ability to ask the legislature for program improvement money, Hasselmo said. By formula, tuition covers one-third of instructional cost. Lower enrollment drives tuition higher, because the cost is spread among fewer students.

Fall enrollment was 53,339, down 1,178 from last year's 54,517. Enrollment was down on the Twin Cities campus and up at Duluth, Morris, Crookston, and Waseca.

John Q. Imholte, chancellor at Morris for the past 21 years and only the second chancellor in the 29-year history of the school, announced that he will resign his position effective "whenever a new chancellor is able to take over the duties." President Hasselmo said, "Two decades of remarkably effective service surely earn a fine scholar the opportunity to return to teaching and research."

Former administrator **Luther Darville** was found guilty on three felony counts November 15 for swindling $186,000 from the University. He said he gave the money to needy athletes and students, but the prosecutor argued that he kept most of it for himself. The jury deliberated less than three hours.

A contract for 1989-91 was ratified October 23 by members of the **University Education Association**, which bargains for the 350 faculty members at Duluth and Waseca. The contract calls for an average salary increase of 6 percent for 1989-90. Forty-three percent of the money will be distributed across the board; the rest on a merit basis.

Marcia Fluer, Twin Cities television journalist, was named University Relations director for the Twin Cities campus. Fluer is "known throughout the state as a journalist with unquestionable integrity, and I'm confident she'll bring strong leadership to the job," said Rick Heydinger, vice president of the Office of External Relations. ◀

PHOTOGRAPH BY TIM RUMMELHOFF

COLLEGES AND SCHOOLS DIGEST

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

BY CHRIS NISKANEN AND TERESA SCALZO

▶ A KINDER, GENTLER FRESHMAN YEAR

TWIN CITIES CAMPUS • Hoping to eliminate the "bewildering array of options" that students face when they apply to the University, the Board of Regents recently approved a new plan designed to overhaul the University's application process and create a common entry point for incoming freshmen.

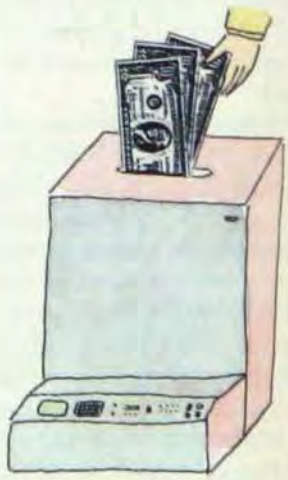
"There has been a lot of confusion on the part of students, high school counselors, and parents on how to apply to the University," says Jeanne Lupton, acting associate vice president for student development. The confusion begins when students find they must apply to one of six University colleges—the College of Liberal Arts, General College, Institute of Technology, College of Agriculture, College of Home Economics, or the College of Natural Resources—at the same time they apply to the University. It forces students to narrow their options right away, providing little opportunity for them to explore different fields, and sometimes penalizes them if they change their minds and transfer to another college, Lupton says.

By 1991, however, a common entry point will allow students to take lower-level classes in any of the six colleges, allowing them to explore majors in a diverse range of subjects. Students who have already made a decision will be able to directly enter the college of their choice, if they meet the requirements of that college. The success of the common entry concept rests upon providing upgraded and expanded counseling/advising services to students, Lupton says.

The single entry point is one of the key components of the Commitment to Focus program for improving the University. The plan also calls for a "Prospective Student Center," where students could find answers to their questions and begin the advising process. The University will also change its application form to include questions about a student's goals, interests, and work experience. "Penn State has come up with a similar application that has tremendously improved their advising program," Lupton says.

▶ FILE, SAVE, QUIT

TWIN CITIES CAMPUS • The University won a highly competitive and controversial $67 million supercomputing research contract—the largest ever awarded to the school—from the U.S. Army in August. The contract will fund the High Performance Computing and Research Center, run by a consortium of four universities and led by the University of Minnesota. The project was opposed by many mathematics faculty members who feared the contract violated a Board of Regents policy forbidding classified research on campus. About half of the department's 76 faculty members had signed a petition in April against the contract proposal.



The University won the contract over five other university consortiums. Much of the research will take place at the Minnesota Supercomputer Center, owned primarily by the University Foundation, and considered one of the most powerful university supercomputer laboratories in the nation. Other participating universities are Howard University, Jackson State, and Purdue.

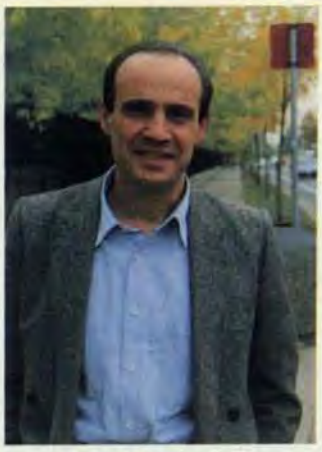
ILLUSTRATED BY MERLE NACHT

▶ TRAFFIC CAM

INSTITUTE OF TECHNOLOGY • You've heard the joke about Minnesota having only two seasons: winter and road construction. "Machine vision," a traffic detection and control system invented by Panos Michalopoulos, professor of civil and mineral engineering, may one day make road construction season a lot easier to tolerate.

Michalopoulos's system uses a computer to analyze information generated from video cameras and detection lines placed on a computer screen. Unlike the video cameras currently in use, machine vision requires no human operator to interpret images. Instead, the information is relayed to a computer, which calculates traffic speeds, volume, energy consumption, and delays.

Only when the computer detects something unusual



Panos Michalopoulos

will it sound an alarm, notifying an operator who punches up a video image on a monitor to determine the problem. Thus, fewer operators can monitor more cameras. Whereas Minnesota currently has 38 cameras in use, Michalopoulos's system could handle enough cameras, perhaps 500 in the Twin Cities area, to monitor the entire freeway system, and require only one or two operators.

▶ SURVEYING THE FUTURE

PUBLIC HEALTH • Officials at the University's School of Public Health—which is ranked seventh of 24 accredited schools in the United States and Puerto Rico—are currently debating the school's future. At issue is the curriculum: Should the school, heavily supported by federal research grants, modify its curriculum to train researchers? Or should it continue its traditional role of producing public health practitioners?

To help find the answers, school officials have turned to alumni. The School of Public Health Alumni Society recently completed the school's first curriculum survey, designed to solicit information about the status of a cross section of alumni and their views on the school's future. More than 700 alumni participated in the survey, which comes at a critical juncture in the school's development, says James Boen, associate dean of the school. "With the survey, we can see what alumni are doing and what course they think the school should take, whether we should emphasize research or practitioner training."

With funding from the school, the alumni society spent the past year and a half designing the survey and analyzing the responses. The preliminary results reveal few surprises, says survey leader Donna Anderson, alumnus and Dakota County health department director. More than "90 percent were satisfied with their graduate education," she says.

▶ THE GENDER DIVIDE

HUMPHREY INSTITUTE • Do children as young as three years old respond to conflicts in gender-influenced ways?

You bet your Barbie they do.

Linguistics professor Amy Sheldon spent five weeks at the University's Child Care Center last year videotaping three- to five-year-old children at play. Sheldon found boys to be more heavy-handed in their conflicts, more focused on their own interests, and more likely to exclude from the group a playmate who disagrees with them. Girls, on the other hand, used more mitigation than boys, were more concerned with group harmony, and more apt to compromise.

Gender distinctions are apparent also in how children play with toys. "What I'm discovering is that giving boys dolls and girls trucks is probably going to be the tip of the iceberg," says Sheldon. In a play housekeeping situation, one boy places a doll in the oven, whereas a girl feeds it, puts it to bed, and is more nurturing.

"The object will not magically transform the style in which children use these objects," says Sheldon. "We need to look at how parents, caregivers, and other family members encourage what children do with toys."

Few parents would suggest to their son that GI Joe is tired or hungry, says Sheldon, thus limiting the ways he conceives to play with the toy. Even the language of toys is different. GI Joe is an "action figure"; Barbie is a "doll." "There is an implicit statement," says Sheldon, "that Barbie doesn't do things. So it makes it harder for us to see what girls are doing as action because the language obscures that."

Because of her research, the first to study children this young, Sheldon has been asked to speak at national and international conferences, and was a 1988-89 fellow at the Society for the Humanities at Cornell University, where she gave lectures on language and gender.

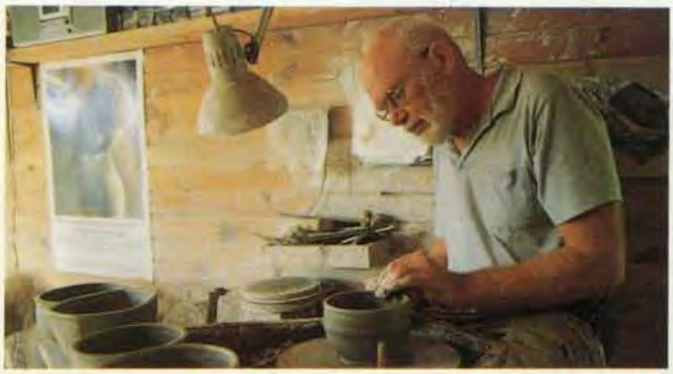
"Minnesota is in a pioneering position with this work," says Sheldon, who is continuing her research this year with funding from the Hubert H. Humphrey Institute of Public Affairs' "Conflict and Change" project.

PHOTOGRAPHS BY RICH RYAN

▶ GOPHER FACT FILE

FOREIGN LANGUAGES TAUGHT AT THE UNIVERSITY OF MINNESOTA AND STUDENT ENROLLMENT DURING THE 1988-89 FALL QUARTER. • (Does not include students taking languages in Continuing Education and Extension.) Source: College of Liberal Arts Budget Planning and Data Services.

Spanish	719	Hebrew	37
French	717	Danish	34
German	379	Finnish	34
Russian	224	Hindu	29
Italian	220	Dakota	23
Japanese	166	Swahili	20
Latin	160	Dutch	19
Chinese	152	Ojibwa	16
Swedish	114	Urdu	6
Norwegian	99	Polish	5
Portuguese	64	Persian	3
Arabic	62	Sanskrit	3
Greek	53		



▶ A POT ISN'T A POT UNLESS YOU CAN USE IT

LIBERAL ARTS • Regents' Professor of Studio Arts Warren MacKenzie, who recently retired from a 35-year career at the University, is a utilitarian potter who believes strongly that his soup bowls should be filled with soup and his teapots be used to pour tea.

"Utilitarian pots still tell us a great deal about the nature of the culture that produced them, and I would like people to look at my work and know something about Minnesota in the mid-twentieth century," he explains.

MacKenzie shies away from the many honors bestowed upon him during his career, such as being selected one of twelve of the world's best living potters by readers of *Ceramics Monthly* magazine in 1981. "I would rather be remembered as someone who made pots that people liked and could enjoy and pass down to their children," says MacKenzie.

Who: The Punchinello Players.

What: The University's only and oldest student-run theater group, celebrates its 75th anniversary this year.

Where: In 1960, the University provided the Punchinellos with a 118-seat theater in North Hall on the St. Paul campus, where performances are still held today.

When: The Punchinellos hold three performances yearly, one each in fall, winter, and spring quarters.

Why: Originally named the Ag Dramatic Club, the group was formed in 1915 to fill the need for a dramatic society on the St. Paul campus. The name was changed to the Punchinello Players in 1923.

First Performance: *Back to the Farm*, written by a student in the School of Agriculture, was performed before 22,700 Minnesotans between 1913 and 1915. It served as the catalyst for the group's formation.

1989-90 Performances: *A Doll's House*, *The Matchmaker*, and *Dark of the Moon*.

Most Popular Performance: *The Fantastiks* in 1976 and *The Crucible* in 1966.

Most Famous Audience Member: Sir Tyrone Guthrie attended a performance in 1964, when the Punchinellos celebrated their 50th year.

Most Famous Punchinello: "It really is an obscure theater," says Bill Marchand, who has been the Punchinellos' faculty adviser since 1960. "It has an obscure name, and everyone who has gone through it has been obscure. We have odd little contacts. For instance, when I did *Waiting for Godot* in 1964, one of the actors was Donald Kelsey. He had a little sister named Linda Kelsey. She used to come and say, 'Mr. Marchand, can I watch?' She went on [to act in the television show "Lou Grant"], but she never acted in this space, only her brother did."

Budget: The group sustains itself on ticket sales. Tickets cost $5 for adults, $4 for students and senior citizens. Group discounts are available.

One More Thing: Marchand would like to receive information and photographs regarding the history of the group. Specifically, Marchand wants to locate the group's pre-1949 secretarial books.

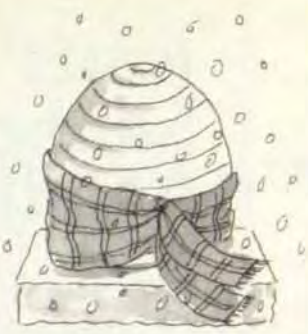
Another Thing: Contact Bill Marchand at 612-624-0720 for more information.

▶ BEE HAPPY

COLLEGE OF AGRICULTURE • The nation's $200 million-a-year honeybee industry, in which Minnesota is the leading producer, is being threatened by the *Acarapis woodi*, a minuscule mite that infests the tracheas of honeybees.

Studies show that bees infested with the mite, which was discovered in 1984, are unable to generate enough heat to survive the winter. Normal bees maintain a temperature of 55 degrees in their hives by rapidly beating their wings and forming a cluster. When their young are born in February, the bees raise the temperature to 90 degrees. But infested bees are either unable to beat their wings fast enough or too many of them die, resulting in a smaller cluster. Either way, the bees cannot maintain the necessary temperatures, and the winter mortality rate jumps from 5 percent in a normal hive to 100 percent in a heavily infested hive.

David Ragsdale, a University entomologist, describes current methods for diagnosing the presence of mites as "a time-consuming and tedious task involving careful dissection... followed by microscopic examination."



Ragsdale has developed a test for beekeepers that ultimately will be as easy as a human home pregnancy test. If a specially treated strip of paper turns green, your bee is not pregnant, but it *is* infested with the mite. The darker the green, the higher the level of infestation. The test is four to five times faster and cheaper than current methods, but still must be performed in a laboratory.

Once detected, the mites can be controlled by fumigating the hives with menthol, in early spring before the honey season begins. "Otherwise you'd have cough drop-flavored honey, which not too many people want to put on their toast," says Ragsdale. Research also shows that higher temperatures later in the year cause the menthol to dissipate so quickly that fumigation is ineffective.

Ragsdale stresses that menthol is an approved food product. "Beekeepers are very cautious about chemicals they use around honey," says Ragsdale. Menthol is approved by the Environmental Protection Agency and is a "safe, natural product. It does not completely eradicate the mites, but it keeps them at tolerable levels."

▶ GOOD-BYE, RED

TWIN CITIES CAMPUS • "In 215 Folwell Hall you will meet a red-haired man, complete with sandy-colored tweeds and a heavier accent. Since coming here, he has been the idol of a growing cult of devoted students who say he makes them understand literature as they never have before. But besides being an outstanding teacher and author, his friends say that 'Red' has a remarkable knowledge of southern dialects."

—*Minnesota Daily*, 1945

Robert Penn Warren, who died September 12, was one of the nation's premier novelists, a three-time winner of the Pulitzer Prize, and the first poet laureate of the United States. From 1942 to 1950, Warren was also an English professor at the University, where he taught courses in twentieth-century English literature, poetry, and modern drama. While at the University, he wrote his best-known novel, *All the King's Men*, which won the Pulitzer Prize in 1941. His copper-colored hair earned him the nickname "Red" among his University friends, and one of his favorite activities was swimming laps across Lake Calhoun. In 1986 the University's Board of Regents voted to give him an honorary Doctor of Letters degree.

▶ A GUTHRIE/UNIVERSITY PRESENTATION

LIBERAL ARTS • In the 1960s, Sir Tyrone Guthrie envisioned that young, talented actors from the University of Minnesota would be a "taproot into the soil" for his new theater in Minneapolis. While a program to accomplish his wish was started in the 1960s, producing such stars as Linda Kelsey (who played Billie Newman on the television series "Lou Grant") and Peter Michael Goetz (star of Broadway's *Brighton Beach Memoirs*), it never survived past the 1970s. But in the spring of 1989, the University and the Guthrie Theater signed a new agreement establishing a training program for actors that fulfills Guthrie's wish and combines the resources of University faculty and students and the Guthrie artistic staff.

Sir Tyrone Guthrie envisioned the University collaborating with his theater.

The M.F.A. Professional Actor Training Program, as the program is called, includes three years of performance training, workshops, and mentor relationships with Guthrie artists. Upon completion of the program, 50 percent of the actors receive contracts with the Guthrie company. Four M.F.A. actors, Kelly Bertenshaw, Jose Protko, Margie Weaver, and Joseph Moser, are currently performing with the Guthrie company.

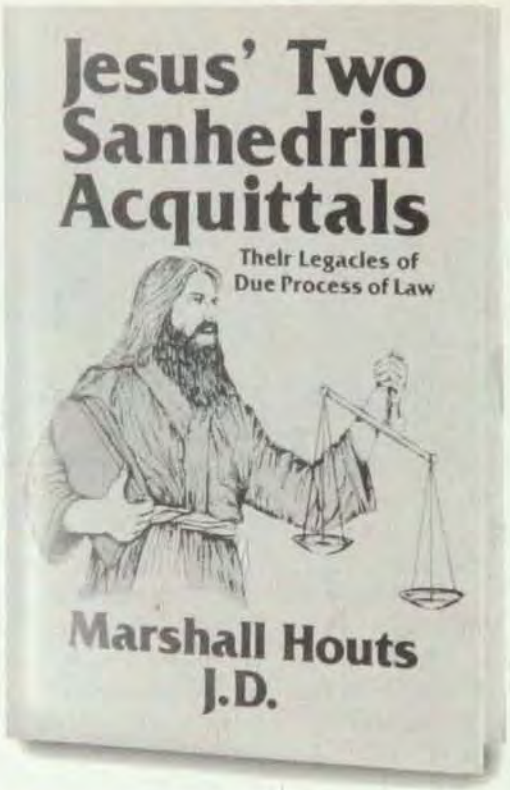
This winter, twelve University students are enrolled in the new program. The actors will perform throughout the season at the University Theatre in Rarig Center.

PENN PHOTOGRAPH COURTESY *LOOK*, 1949, COWLES MAGAZINE, INC.

Human rights and civil liberties here and all over the world are threatened because we do not appreciate their source: **The Great Law Codes of The Old Testament**, which also give us the base for our unique Judeo-Anglo-American Common Law system.

Using safe historical sources, legal author, Marshall Houts, (Law '41) shows the 1900-year misreadings of the **Gospel** accounts of Jesus' trials, and then points out their affirmative legacies.

The sophisticated Jewish Legal System with its "Due Process" requirements permitted Jesus' two acquittals in the Jewish Courts for (1) Sabbath-Breaking, and (2) False Prophecy.

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The Alumni Network Needs You

IT'S ALWAYS A GREAT compliment and a huge headache when another firm hires away a key employee. The University of Minnesota was so honored last month when Gov. Rudy Perpich named Tom Nelson the new state commissioner of education. For the past year, Tom has served as the University's chief legislative lobbyist, and has worked closely with me and the Minnesota Alumni Association's legislative network of volunteers.

Although Tom is an outstanding lobbyist in his own right, he appreciates the value of coalitions. He fostered the development of an integrated legislative network that included alumni, friends, faculty, staff, and students. He also left his mark by increasing the University's biennial funding in the last legislative session by $95 million more than was hoped for.

External Relations Vice President Richard Heydinger will be at the helm of the lobbying team, but Tom's departure leaves a great void. Alumni can help fill it by signing on as alumni legislative volunteers for the 1990 legislative session. Becoming a volunteer lobbyist isn't as awesome as it sounds. When you indicate your willingness to help, we'll send you easy-to-read information that explains the University's legislative request and how you can help.

We'll ask you to be ready to make a contact with your own legislators, be willing to listen to their concerns, and be ready to talk about why the University is important to you personally. You should be familiar with the University's requests in the broadest sense, but you don't have to be an expert. Don't feel that you have to know everything; if a legislator were to ask a question you couldn't answer, you would simply promise to find out and get back with the information, which we will provide you.

Serving as a legislative volunteer doesn't require a lot of time, and it isn't limited to months when the legislature is in session. In fact, your efforts during the rest of the year may be more important. You can help educate your representative and senator by inviting them to be your guest at University and alumni events. Attend local forums or meetings held by your legislators, and stand up and share your views about the University.

Steven Goldstein is vice president and general manager of WCCO Radio.

The 1990 legislative session will be intense. Lawmakers will consider between 500 and 800 bills during a 10-week session. Together, we can make a big difference. With so much competition for limited state dollars, both in higher education and across the board, strong alumni advocacy for the University can help influence how much support the University will receive. Because we have no financial interest in the outcome we are advocating, our legislators listen to us.

During the next legislative session, which is a short session, the University's major focus will be capital improvements or building construction. The Board of Regents authorized projects that total nearly $126 million. They include an integrated waste management facility; systemwide fire and safety code improvements and handicapped access; a new Biological Sciences Building (Twin Cities campus); Wilson Library/St. Paul library renovation; a livestock teaching and research facility (Twin Cities campus); campus center (Duluth); recreational sports facilities renovation (Twin Cities campus); remodeling of the Electrical Engineering Building (Twin Cities campus); Architecture Building renovation and addition (Twin Cities campus); Veterinary Diagnostic Laboratory renovation (Twin Cities campus); agriculture management center (Crookston); campus center/food service (Waseca); and a new student union (Morris).

In a recent issue of *Politics in Minnesota*, Wy Spano and D.J. Leary wrote, "Anybody who knows anything about politics has got to realize that this newly awakened giant [the Minnesota Alumni Association], with its ties to thousands and thousands of former University grads, is not going to sit idly by in future sessions when the University's interests are at stake."

Today we have alumni/legislative matches in 161 of the state's 201 legislative districts. Our goal is to have matches in all of them by the start of the session. I ask every single person who receives this magazine to help us. You can make a difference, even if you commit only one hour talking to your legislators about the importance of the University to the state of Minnesota. To get involved, call us today at 612-624-2323. Join us on this important mission.

By Steven Goldstein

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

Who are "they"?

Insurance programs. Every bank...financial advisor...investment broker...credit card company... magazine...credit union...has an insurance program they want you to buy. It's mind boggling. How do you decide?

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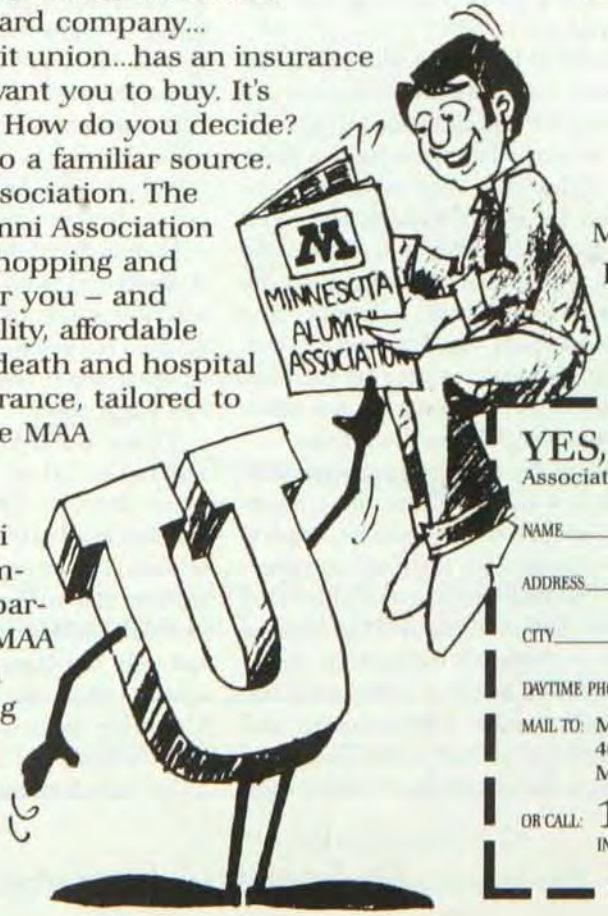

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An Open Letter to Men's Athletics

FEW CAMPUS ISSUES evoke such diverse emotions and opinions as men's intercollegiate athletics. As alumni director, I hear from both sides of the fence (court). "There's no need to be second best with our athletics program—do what it takes to be on top." "We don't need to win them all; let's just seek scholarship and sportsmanship." "Less effort on jocks and other fluff."

The recent trial of Luther Darville, an administrator found guilty of swindling money from the University, has prompted yet another round of letters and newspaper stories. In many of these stories, "alumni and boosters" are cited for wrongdoing. The implied conclusion might be that the alumni association and its members endorse, and even promote, less than ethical standards from the athletic department. A safe reply might be to say, "We have no control over the matters of the athletic department." But my purpose here is not evasion.

All alumni aren't boosters, and all boosters aren't alumni. Yet the alumni association has been linked with the athletic department since its inception. We've been like a sibling that helped celebrate the good times—at homecoming, at airport send-offs and welcome-homes for our teams, and at postseason athletic trips. We haven't gotten deeply involved in the bad times, except to convey news to our graduates about athletic issues.

We haven't lectured, we haven't preached; we haven't tried to be the older, wiser sibling that knows it all—because we don't. But maybe we have made a serious error: We haven't told you how much we *do* care. And how much we are hurt, embarrassed, and frustrated by controversies that should have been, and could have been, avoided.

As players and staff, you are our "hometown boys." Whether we live in Caribou, Maine, or Salem, Oregon, or anywhere in between, we love to share in the reflected glory of your success, because we are a part of your hometown, the University of Minnesota.

We expect you to get bruises and contusions on the field, because that is the nature of the game; but we share the bruises and pain when it is the result of a lack of control and accountability. And we are frustrated when we hear that no one realized that a problem existed, that this won't happen again. And then it does.

Margaret Sughrue Carlson is executive director of the alumni association.

Accountability and control can't rest with one person, or even a few people. Every single University employee, alumnus, and student must become a custodian of an improved athletic program. We must purge the notion that "everyone else does it; therefore it's alright." Infractions must be promptly identified and dealt with, not simply to avoid tangling with the National Collegiate Athletic Association's rules committee, but rather for the people who care for you as "relatives"—the 300,000 alumni and every person in Minnesota who loves the 'U.'

The advice we send your way is not really novel or new; it comes from the surveys of alumni opinion that were done in June 1986 and August 1988. Our polls show that alumni believe that the University can maintain high academic standards and still be competitive, and that we should strive to achieve both of these objectives, not one at the expense of the other. Alumni perceive athletics as an important, but secondary, part of University life. While pride in our sports teams results in a positive climate for the University, an over-emphasis on athletics is not consistent with the academic goals of the institution.

At a recent alumni gathering, an alumnus commented that "the death penalty for men's intercollegiate athletics wouldn't be the worst thing that could happen to the University of Minnesota." Yet from where I sit, the death penalty would destroy a very valuable spirit of pride in our University.

For the past five years I've had a front-row seat for the sweet victories and the bitter pills of the men's athletic department. I sat on the 50-yard line in 1986 and rooted in the rain as the Gopher football team upset Michigan. I sat at center court in 1989 and cheered the Gopher basketball team at the Sweet 16 quarter finals. I also sat in at press conferences called to explain the Madison incident with the basketball team, and the Darville trial.

This open letter is to tell you that we believe you have the stamina—and must have the stamina—to tackle your toughest opponent: lack of control and of accountability. And to tell you that alumni care, and your association cares.

By Margaret Sughrue Carlson

▶ LETTERS ◀

MISDIRECTION

AS AN "EXILE" from the University of Minnesota living in the land of the University of Texas, it is always a delight to receive *Minnesota*. Your current edition for November/December 1989 is no exception.

However, let me call your attention to a geographical error. In your article listing the 1988-89 honor roll, you noted that "the Minnesota Alumni Association's alumni chapters can be found as far south as Dallas." I thought you might like to know that there is a chapter in Houston, which according to the map of Texas, is south of Dallas. In addition, you also noted that I was chair of the Austin, Minnesota, alumni chapter. Upon checking, I have discovered that I live in Austin, Texas, not Austin, Minnesota, and that there is no alumni chapter in Austin, Minnesota.

Keep up the good work. And come see us in Texas if you get a chance. We are always excited to hear from the home folks!

GORDON M. DUNKLEY, '60
Austin, Texas

PROUD TO BE AN ALUM

RECENTLY I RECEIVED my alumni magazine [*Minnesota*, September/October, 1989], which I have subscribed to since 1931. It is a nostalgic time as I reflect back on the cover. This will be my 52nd year as a continuous season ticket-holder in football and basketball.

At age 82, my love for sports—hunting, fishing, golf—and volunteer work as a board member at the Augustana Home Minneapolis has kept me busy in retirement. However, my purpose in writing is not only to look back at the past, but to express my deep feeling for our great University of Minnesota as it turns to a new rejuvenated era under our new president, Nils Hasselmo.

The University of Minnesota gave me a great education in pharmacy, ROTC, fraternity, sports, and most importantly a chance to be a valuable asset to the Twin Cities and neighborhood as an owner of two pharmacies. I am a continuous supporter of our college and recommend to all high school students of Minnesota to come to the finest university in the United States.

I feel privileged to be an alumnus of the U of M. Let us all work together as we look forward to the next decade of the 1990s.

KERMIT C. MATTISON
Minneapolis

WORDS FROM A PRO

I'M A RETIRED journalism professor who spent a good many years in magazines, and I always look at those of today with special interest. My look at the University alumni publication has, of course, a particular slant. And I want to tell you that I think you're doing one of the best such mags I know (I see several).

This note is brought on by your current issue, the China one [*Minnesota*, November/December, 1989]. I think the editorial content is awfully good; and I'm especially struck by the exciting design. As I looked through it (again) this morning, I noted that there's not a spread without something eye-catching—even the volunteer list pages.

MITCHELL V. CHARNLEY
Minneapolis

THE STUFF OF PROTEST

I LIVED IN San Francisco for 25 years during the collegiate protest years before and after the '60s, and I followed with interest all of the commotion at Berkeley's Sayer Gate.

In 1968 you were lending your support to Mario Savio, the U.C. leader of the movement promoting unlimited use of pithy, ripe, Anglo-Saxon four-letter words. Savio's views prevailed, and today we hear those uplifting words ringing out from all the entertainment media and being lisped from the mouths of elementary school boys and girls.

No wonder you have forgotten what you were marching for in 1968.

DAVE BRUBACHER
Minneapolis

CHEERS FOR NO. 45

I MIGHT AS WELL write to you as anyone—I was especially pleased to see Pug Lund's picture and comments in the September/October issue of *Minnesota*. If you ever see Number 45, tell him that of all the Bierman athletes, there was no equal to him or Babe LeNoir. My memory of those boys is quite good, as I met all of them at the desk of University Health Services and attended games.

The whole University became a pompous laughing stock in later years—but President Coffman and Coffey knew what they were doing in spite of the rebels that followed them.

MRS. S. PAUL KINGSTON
(CAROLINE MARIE KRAUS)
Minneapolis

Letters may be edited for style, length, and clarity. Send your letters to the editor, Minnesota, *100 Morrill Hall, 100 Church Street SE, Minneapolis, Minnesota 55455.*

ILLUSTRATION BY LINDA FRICHTEL

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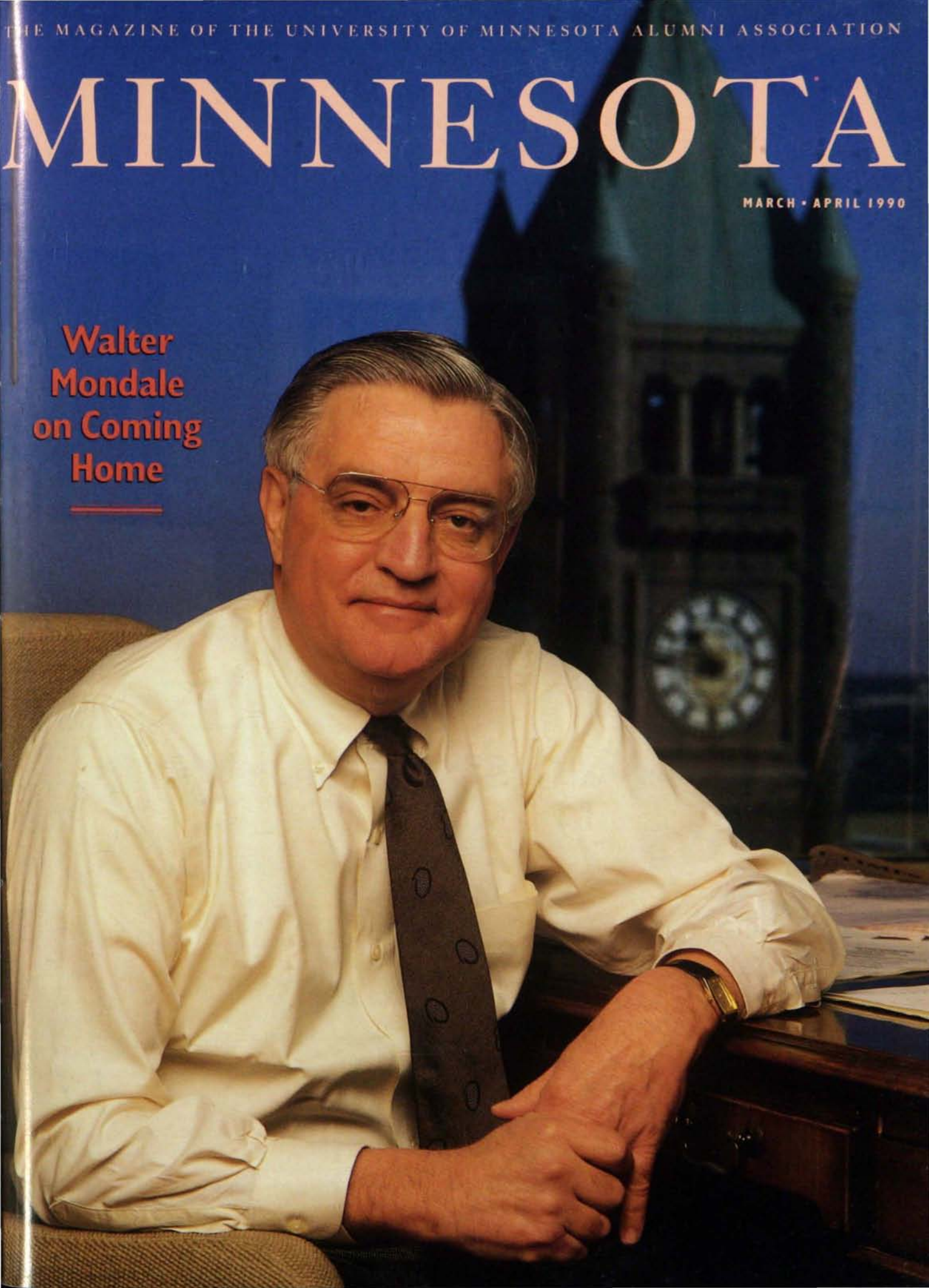
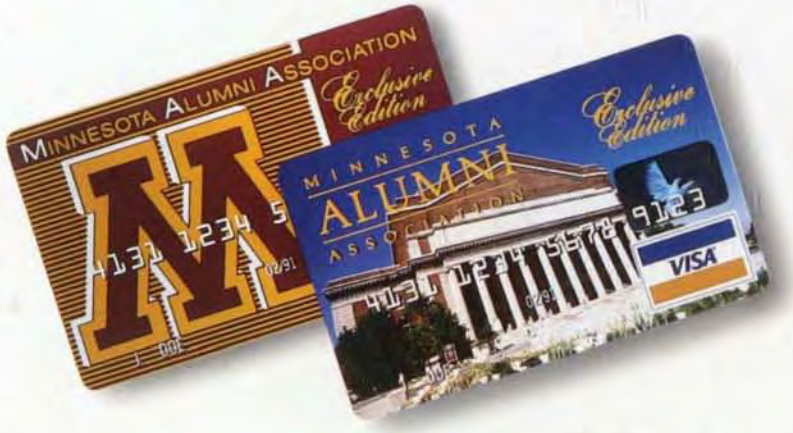
MINNESOTA

MARCH • APRIL 1990

Walter Mondale on Coming Home



At last, an alumni appeal that asks you to put something *into* your wallet.



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Volume 89 • Number 4 March • April 1990

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COVER: Photograph by Per Breiehagen

Minnesota is published bimonthly by the Minnesota Alumni Association for its members and other committed friends of the University of Minnesota. Membership is open to all past and present students, faculty, staff, and other friends who wish to be involved in the advancement of the University. Annual dues are $25 single, $35 husband/wife. Life membership dues are $400 single, $450 husband/wife. Installment life memberships are available. For membership information or service, call or write: Minnesota Alumni Association, 100 Morrill Hall, 100 Church Street SE, Minneapolis MN 55455, 612-625-2323.

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

Who are "they"?

Insurance programs. Every bank...financial advisor...investment broker...credit card company... magazine...credit union...has an insurance program they want you to buy. It's mind boggling. How do you decide?

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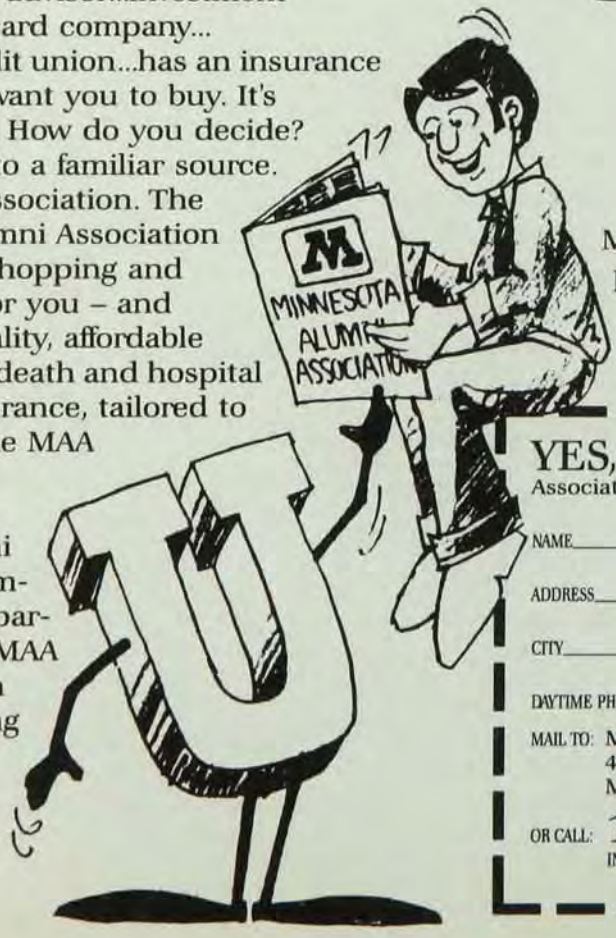

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IN FOCUS

Overcoming Malaise

IT'S IRONIC THAT we are featuring a story on "malaise" in the federal government at the same time we are offering readers an inside look at faculty employment here, and profiling Walter Mondale. Although we didn't intend it, the three are peculiarly related.

Our story on malaise details some of the obstacles that must be overcome to improve the working conditions of—and the work produced by—the public sector. Malaise, says Paul Light of the Hubert H. Humphrey Institute of Public Affairs, means that the bureaucracy suffers from too many layers of managers, lack of challenging missions, a decline in public support, and the "cement ceiling," that is, people who don't quit.

One of Light's most more interesting observations is that a "perverse reaction to salary and personnel freezes is the tendency to promote people to get them salary increases, creating more layers of management between top and bottom." That in turn, leads to government contracting with the private sector when it needs to get a job done quickly and effectively.

We see this at the University, too. Employees get raises by having their jobs reclassified, and outside consultants, firms, and contractors are often hired to get the difficult jobs done. Both are also happening more often in the private sector, as businesses farm out work they once did in-house.

In both government and the university there exists superstars who fly higher, earn more, and sometimes fall farther than ever before when trends dictate or missions change. And it's a fact of life that most superstars are married to their jobs, not a bureau, department, or university. They will go where the most resources, pay, rewards, and successes are.

How to adjust to new missions and end old ones, how to keep the superstars and the employees at the bottom productive, and how to divide resources to get the job done are three big challenges of the 1990s. Our style in government so far seems to be to pretend that things are the way they were.

Tough issues like debt, drugs, the environment, health care, and education get ignored by politicians, says Walter Mondale, the messenger who delivered the bad news on taxes to the American public and was shot down in the 1984 presidential election. Mondale's message in this issue is not of despair, however. In terms of solving the country's problems, he says, the answer is to be found on the campus of the University of Minnesota.

The University is a testing ground for ending the malaise and meeting the challenges of a changed society. One reason is that its mission—education—is so strong, so clear, and so supported. In some cases, Minnesotans demand change or solutions to problems and the University responds; at other times, the University initiates. It isn't always easy, but it is happening now—right here.

—Jean Marie Hamilton

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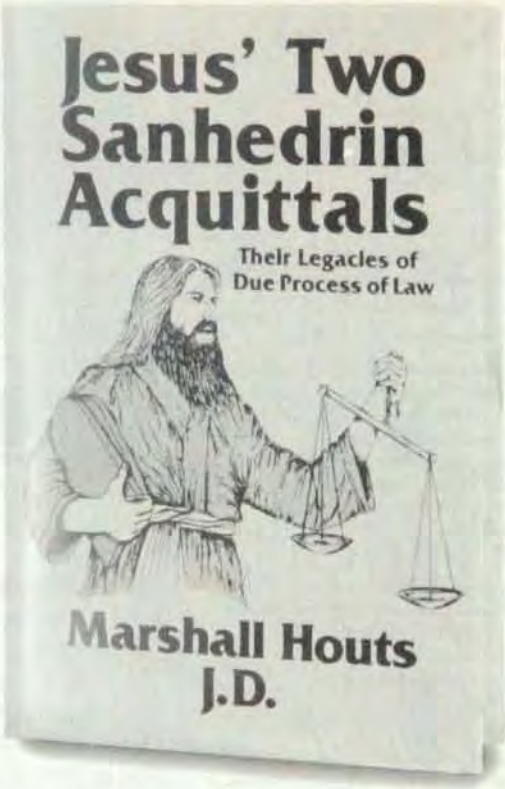


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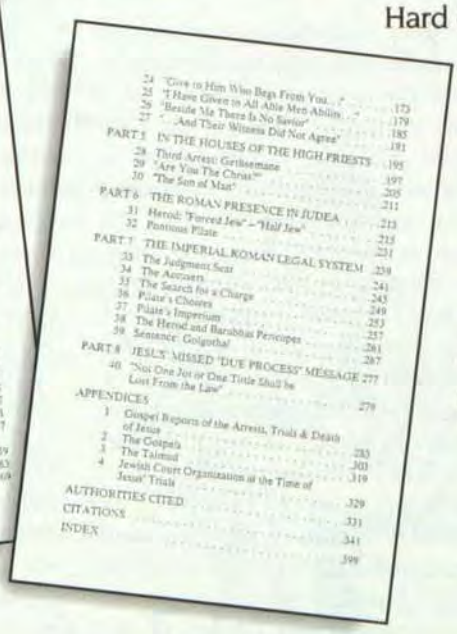

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Vicki Stavig

CITIZEN MONDALE

Back home in Minnesota, Walter Mondale addresses the state of the union, the Democratic party, and the University of Minnesota

BY PETER J. KIZILOS

WALTER Mondale's office in the Pillsbury Tower in Minneapolis looks out on the Minneapolis City Hall. On this cold, blustery day in late November, the streets seventeen stories below are obscurred by whipping snow. The flag atop the courthouse flaps furiously from the stiff northerly gusts.

Sporting a pair of wire-rimmed spectacles, Mondale, 62, pores over some papers at his desk. The hair is grayer now, the complexion a little whiter. But the passion is still the same. When Mondale talks about the issues and problems of American society, he sounds like the fired-up liberal of old. The sincerity is still there and so is the reserved sense of modesty.

The pictures on his office wall reflect a career stretching to the very summits of power: a photograph of Mondale and Jimmy Carter standing together on the White House lawn; a panoramic view of the crowds cheering his nomination for the presidency at the 1984 Democratic National Convention in San Francisco. There's a personal scene, too: a shot of the Mundal ancestral home set in the picture-book fjords of Norway.

Though he chose not to challenge Rudy Boschwitz this year for his U.S. Senate seat, preferring to stay with the Dorsey and Whitney law firm in Minneapolis and spend more time with his family, Mondale the private citizen still speaks out on the issues close to his heart. He appears well-adjusted to his new role.

"It was a tough decision," says Mondale. "I've been in public office most of my life. But I had to ask myself, do I get back on that treadmill, and start all over again as a junior senator in Washington? I love public life, I always did. In some ways, it's harder to leave than it was to get started in the beginning."

The Mondale family was closely involved with his decision to remain a private citizen. "We talked about it for weeks, and we finally had one last family meeting," says Mondale. "I talked about what I wanted to do and what my plans were. For us, it's always been a family matter." Mondale's sons, Ted and William, daughter, Eleanor, and his wife, Joan, have all worked hard on Mondale's campaigns.

Known as a hard-working senator and vice president, Mondale still keeps a heavy schedule. In addition to his legal duties, he heads numerous foundations and serves on several corporate boards. He was recently a member of the National Commission on the Public Service, a blue-ribbon panel headed by Paul A. Volcker, former chair of the Federal Reserve. Mondale is active in international affairs, too. He has helped Polish leaders set up democratic institutions to support their new government. As chair of the National Democratic Institute, a federally sponsored agency, Mondale visited Poland in the fall of 1989 with former U.S. senator Howard Baker, Ronald Reagan, and others.

Since none of the newly elected Polish leaders "have spent a minute" as legislators, "they need all the help they can get," Mondale says. He's advised them on setting up a hearing room and library, and on the procedural rules governing parliamentary debate.

Mondale and others in his group helped convince the Bush administration to double its direct financial aid to Poland from about $160 million to more than $300 million. Yet Mondale believes the potential for other joint business deals with Poland is even greater. "We ought to be trying to get the private sector involved," he says. "It's the perfect place for agricultural cooperatives and investments by American businesses. We need to get more visiting professors and scholars working with their scholars."

Mondale is still very much the student of American politics, and it is the status of the country after Ronald Reagan's presidency that captures his passion.

While his sincerity and compassion come across well in person, Mondale never did shine on the impersonal TV screen—a severe handicap in an age when voters focus more on candidates' media images than their issue statements. Next to Ronald Reagan, the "Great Communicator," Mondale's stumping style often appeared stiff, staid, and lackluster in the 1984 presidential election. With four years of sunny mornings in America already behind them, voters found Reagan's promise to keep the good times going

Choosing not to "start all over again as a junior senator from Minnesota," Mondale is taking time for his family and law practice.

PHOTOGRAPHED BY PER BREIEHAGEN

"WE NOW SPEND $124 billion more just to pay the interest on the debt. That's more than double all the cuts we made in education, research and development, and health care under Reagan."

irresistible. Mondale suffered a crushing defeat.

Now that Reagan's back at his ranch, however, perceptions are changing. The pursuit of private gain that Reagan seemed to encourage had an impressive price-tag. And the poor, says Mondale, footed the bill. Unless the bloated budget is pricked soon, it will rest heavily on the backs of future generations, he adds.

Mondale is concerned that the deficit is sapping America's political will; that the current "malaise" at the Capitol is precluding the bold, new initiatives needed to tackle such social problems as homelessness, health care, and education. Last fall, *Time* and *Newsweek* magazines each ran cover stories on the apparent lack of national resolve. Is there a genuine malaise in government, or is the so-called crisis media hype?

"That's a very tough question," says Mondale. "I believe there are some basic problems that tend to paralyze us from attacking the major problems. And at the top of the list is the enormous federal deficit and the cost of funding that deficit.

That huge debt discredits the government's raison d'etre, he says. "Whenever a major issue comes along, like fighting drugs, protecting the environment, helping children, the nasty secret is that we're unable to devote any finances to do something about it. The government is muscle-bound now. The examples justify some people's belief that government never works."

There's plenty of fodder for cynics in Washington, D.C., these days. To make the budget appear less bothersome, Congress uses some slick sleight-of-hand accounting; it simply doesn't include certain "off-line" expenses in the total amount, says Mondale. "It's a major deceit. When we left office eight years ago, the annual, net, interest cost of the federal debt was $52 billion. This year it will cost $176 billion. We now spend $124 billion more just to pay the interest on the debt. That's more than double all the cuts we made in education, research and development, and health care under Reagan."

Reagan's slashing of funds for the "people programs" Mondale championed throughout his political career has short-changed the most deserving government-aid recipients, says Mondale. "For every dollar he saved through cuts in health care, aid to children and families, and education, we're now spending $2 just to cover the interest payments to finance the national debt. And nobody gets anything for it. We don't educate one child, help one family, or buy one school lunch for that."

A leader in the civil rights movement throughout his career, Mondale says that during Reagan's rule blacks and other minorities saw an erosion of the progress they had made in the last two decades. "Reagan opposed every single piece of civil rights legislation over twenty years," says Mondale. "Everything before he was president and every piece of legislation that was significant. The Grove City case bill. The Voting Rights Act Extension. Both of those, he only signed after just being pummeled to death by public opinion. So there's no question that there was a retrogression during that period."

Civil rights is one area where George Bush is a vast improvement over his predecessor, Mondale says. "I'm grateful to President Bush because I believe he's tried to heal some of the deep divisions that Reagan seemed to enjoy. He moved very quickly to reassure people on civil rights, for example. He didn't run against government, and he's put some very professional people on his staff."

Mondale believes that the "Looking Out for Number One" spirit that prevailed in the 1980s shows that something very basic in American society needs mending. "I say there are three legs to the stool supporting American democracy: free and competitive enterprise, a commitment to the process of open democracy, and social justice. Unfortunately, we've allowed that third leg to become damaged.

"What I think we're seeing now are the results of [Reagan's] policy: children who don't learn, the breakdown of the family, drugs, the pathology of a dispirited people. But that is beginning to change. I think people are starting to wake up to the problems. The adulation of sharp elbows isn't really American."

Mondale also says people are waking up to the realities of the federal budget. In 1984, he says, the public didn't want to hear the truth about the budget—and taxes. Mondale insisted that it was impossible to cut taxes, increase military spending, and balance the budget, while Reagan tried to convince people that rising economic growth would close the revenue gap. In the presidential debates, Mondale hammered away at the point, despite advice from his own advisers to tone it down. "People were on their knees begging me not to touch that tax issue," says Mondale. "I just said I'm going to do it my way."

His message may have cost him the election, yet Mondale voices no regrets. "I can sleep just fine knowing I stood up and told the truth," he says. "I remember Tip O'Neill [then Speaker of the House] called me up after we lost the election to say that everyone in Washington, even at the White House, agreed with what I'd said during the campaign, but they were afraid to admit it."

LOOKING BACK on the 1984 election, Mondale has some thoughts on improving the campaign process. He would like to elevate the debate between candidates. "What you have now is the

basic humiliation of the candidates," says Mondale. "You ought to have at least six presidential debates so the candidates spend less time running around and more time debating the issues."

A more efficient primary system would also make campaigns saner, he says. "We should have a regionalized selection process, have primaries and precinct caucuses on a given day. We should also have rules that require the also-rans to drop out early." That way the major candidates would have more time to air their substantive differences, he says.

Media gurus and their sophisticated negative campaign strategies are of great concern to Mondale. A recent Harvard University study comparing network news coverage of political campaigns between 1968 and 1988 shows the increasing shallowness of coverage. The average "sound bite," or bloc of uninterrupted candidate speech, fell from 42.3 seconds in 1968 to 9.8 seconds in 1988. In 1968, the candidates spoke for a minute without interruption 21 percent of the time. In 1988, this never happened. During the entire political campaign of 1968, when Hubert Humphrey ran for president, the evening news broadcast only three excerpts from candidates' commercials. By 1988, that number had swelled to 125.

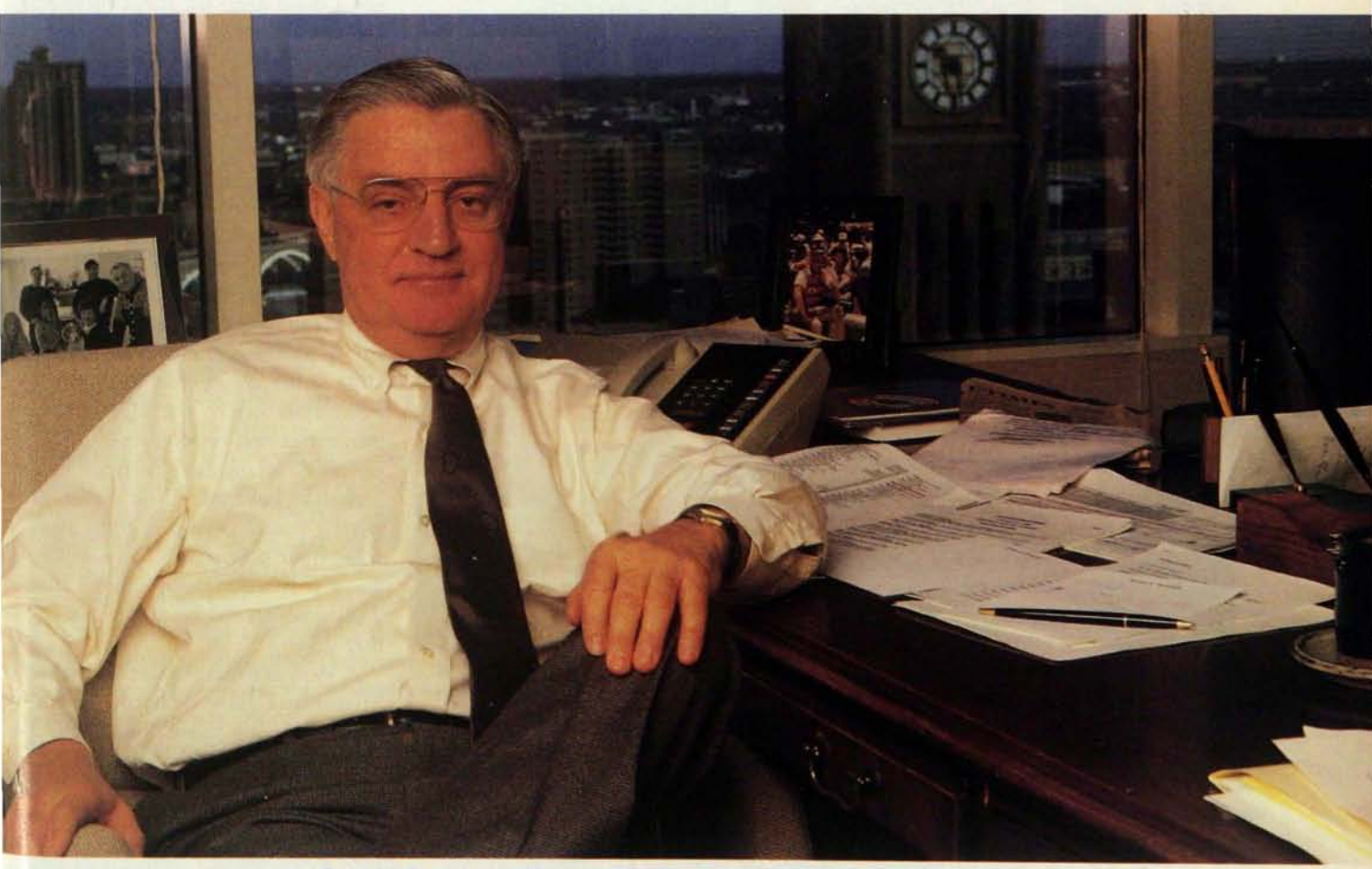
In what Mondale calls the "era of the marketeer," substance routinely loses out to the image makers. Should current trends continue, many candidates will continue to duck the tough issues that people would rather not think about, says Mondale, adding, "if that's the case, we're in terrible trouble." It will be increasingly difficult to get top people interested [in running for office]. It's like Gresham's law: bad money is driving good money out of circulation.

"Take the last campaign. We didn't talk about drugs, the environment, education. Instead we spent all this time on the pledge of allegiance. What little was said practically disappeared after the inauguration."

In addition, Mondale says the tremendous cost of financing a modern political campaign puts pressure on some candidates to cheat. "We desperately need campaign finance reform," he says. "This thing of needing $10 million to run a senate campaign in Minnesota is ridiculous. We ought to put a ceiling on what is spent; eliminate PACs [Political Action Committees]; there ought to be public financing. I think we need to have tighter ethical controls."

In the aftermath of George Bush's victory over Michael Dukakis in 1988, the national Democratic Party needs to develop a new political identity, one with broader appeal to voters, says Mondale. He has at least one suggestion: "I don't want to say too much about Gov. Dukakis. God knows he's suffered enough and so has his wife. But I don't think we can run a candidate with no federal background. We need somebody who can reassure Americans that he's ready to handle the responsibilities of the office."

Democrats can no longer count on



From his Dorsey and Whitney office, Mondale frequently finds himself offering advice and counsel on world affairs and public policy.

support from the old liberal coalition to win the presidency. The common cause that once held these diverse groups together—their commitment to social justice—can no longer be counted on to deliver voters to the polls. That, says Mondale, bodes ill for the national party.

"There's a lot of soul searching going on in our party in terms of what we should do to reconnect with Middle America," says Mondale, who has consulted, unofficially, with such Democratic Party leaders as Missouri Rep. Richard Gephardt, New Jersey Sen. Bill Bradley, and Speaker of the House Tom Foley.

ONE OF MONDALE'S continuing concerns for the country is its attitude toward education. Despite the economic and social importance of brainpower, Americans have often been suspicious of higher education, says Mondale, adding that he "sensed a certain anti-intellectual bias, a sort of 'know nothing' attitude" during the presidential campaign. Our ambivalent attitudes toward education send the wrong message to aspiring teachers, he says.

"We need to honor the teaching profession much more," says Mondale. "In Japan and Germany they do. We consider them [teachers] drones here. We think they must not be able to make money so they go into teaching. We have to get over this idea that education is for the second team."

The value of education is an article of faith for Mondale. In the rural Minnesota home where he grew up, both parents revered learning. His mother and father both worked hard to earn their academic degrees. Mondale's father, Theodore, was a self-taught farmer who became a prairie preacher after graduating from Red Wing Seminary, then affiliated with St. Olaf College. He headed several small churches, including one in Mondale's hometown, Elmore, Minnesota. God's work often called the Rev. Mondale outdoors. "He went out and talked to farmers in the fields and did his preaching there. He definitely was a man who fit with his times," his son remembers.

Claribel Mondale, Mondale's mother, was just as determined to become educated. "Mom worked her way through Northwestern University to get a degree in music," he says. "I don't know how she did it. She taught music lessons and always handled the church choir. We had no money, but I never knew that until much later. We were having too much fun."

To turn some of this country's social problems around, America's top educational institutions must produce the leaders of tomorrow, says Mondale. "That's where the University of Minnesota comes in. Almost everything we've been talking about in terms of solving this country's problems is to be found on that campus. Of all the things we can do for the future, one of the best is to support that institution," he says.

Throughout his political career Mondale supported educational initiatives. "I think the easy thing to do is assume it always happens. But you have to pay for it, nurture it, permit bold ideas, dangerous ideas," he says. "It's not a done deal; it's always something you need to work hard to achieve."

Recently the University of Minnesota established the Walter F. Mondale Policy Forum in the Hubert H. Humphrey Institute of Public Affairs. The forum will bring together leaders and experts from around the world to focus public attention on critical world issues each year.

Mondale is concerned about any actions to restrict access to the University of Minnesota, moves he fears could shut some deserving students out. Education offers the best hope for minorities and economically deprived people to attain the American Dream, Mondale believes. "You never know what a young person is going to do or what their potential is. You will never know if you don't give them a chance. This goal should be at the top of our list."

A 1956 graduate of the University of Minnesota Law School, he counts himself among those who might have been excluded under a tighter admissions policy. "When I went to the University, I thank the gods they weren't focusing," says Mondale. "Because I seriously doubt I would have made it if they had." ◀

"I CAN SLEEP just fine knowing I stood up and told the truth" about the realities of the federal budget and taxes, says Mondale.

The Rise and Fall and Rise of Walter Mondale

RONALD REAGAN and Walter Mondale couldn't have presented voters with a starker contrast in personal styles. From the beginning of the 1984 campaign, Reagan had the upper hand, offering Americans a rerun of his previous term. Mondale took a different tack. He talked about raising taxes or cutting defense to avert a fiscal crisis. The line drew precious little applause.

The final tally was probably predictable. Reagan handed Mondale a humiliating defeat. Barely eking out a victory in his home state, the former U.S. vice president and senator, Minnesota state attorney general, and winner of five of the seven elections he entered ended his long public career on a very low note. Would he always be remembered as a loser?

In the five years since the election, Mondale's star has risen in the opinion of people who make or break reputations in the long run: the writers of history. Scholars studying Mondale's career are retrieving his reputation from the ranks of obscurity.

His role in shaping American public policy, the modern Democratic Party, and the liberal political agenda of the 1970s and early 1980s was critical, says Steven Gillon, a professor of history at Yale University who is writing a book about Mondale. "We'll never have another politician like Walter Mondale," says Gillon. "In a way that's a shame. [His] is a style of politics which is rooted in substance, in a real sense of distinction between the parties. The idea of building consensus between competing groups under the umbrella of party loyalty is a critical element of Mondale's political philosophy. Those elements are simply gone now."

Mondale's vice presidency was a high point in the history of the institution, says Paul Light, University of Minnesota professor, assistant dean of the Hubert H. Humphrey Institute of Public Affairs, and author of *Vice Presidential Power: Advice and Influence in the White House* (Johns Hopkins, 1983). "Vice presidents used to be assigned whatever the presidents thought was least important," says Light. "Over the last 25 years, the job has become much more substantive. In that regard, Mondale's vice presidency stands as a model for other vice presidents. He was the most effective vice president of this century, if not in history, really. He really set the standard by which all future vice presidents will be measured."

Walter Mondale's history-making selection of Geraldine Ferraro as his vice presidential running mate is an example of his coalition-building politics.

Mondale's status as a national leader and his access to Carter both contributed to his success, says Light. "He was an extremely bright, substantive politician who had done a lot of work in the Senate on issues that Jimmy Carter cared about. So, he had something to talk about once he got in to see the president. He had weekly meetings with Carter; he saw all the information that Carter saw. He had an office in the west wing of the White House just a few steps from the president."

Mondale can boast a long list of achievements in his lifetime of public service. Among his successes he counts his vice presidency, his work as a U.S. senator to control abuse in the Central Intelligence Agency, and his leadership on issues regarding education, children, families, and civil rights. He's especially proud of spearheading a program as vice president to rescue boat people fleeing from despotic regimes in Southeast Asia.

WHILE MONDALE can appreciate his own political contributions now, he wasn't always able to do so. When Gillon first interviewed the Minnesota Democrat at the Washington, D.C., law firm of Winston and Strawn—shortly after the 1984 election—Mondale appeared a defeated man. "It was early in the morning, and it was the first time I had ever met him," says Gillon. "He looked awful. He was still torn or really devastated by that defeat, even though this was a good fifteen months or so after the election."

Mondale was uncertain of Gillon's intentions, and the value of his proposed writing project. "He was sitting there with this big cigar in his mouth," says Gillon, "and he said, 'So, why do you want to write a book about me?' I think he was so down from that campaign that he thought nobody ever wanted to hear about him. He didn't think he had anything to offer, that his

PHOTOGRAPHED BY JOE ODEN/ST. PAUL PIONEER PRESS DISPATCH

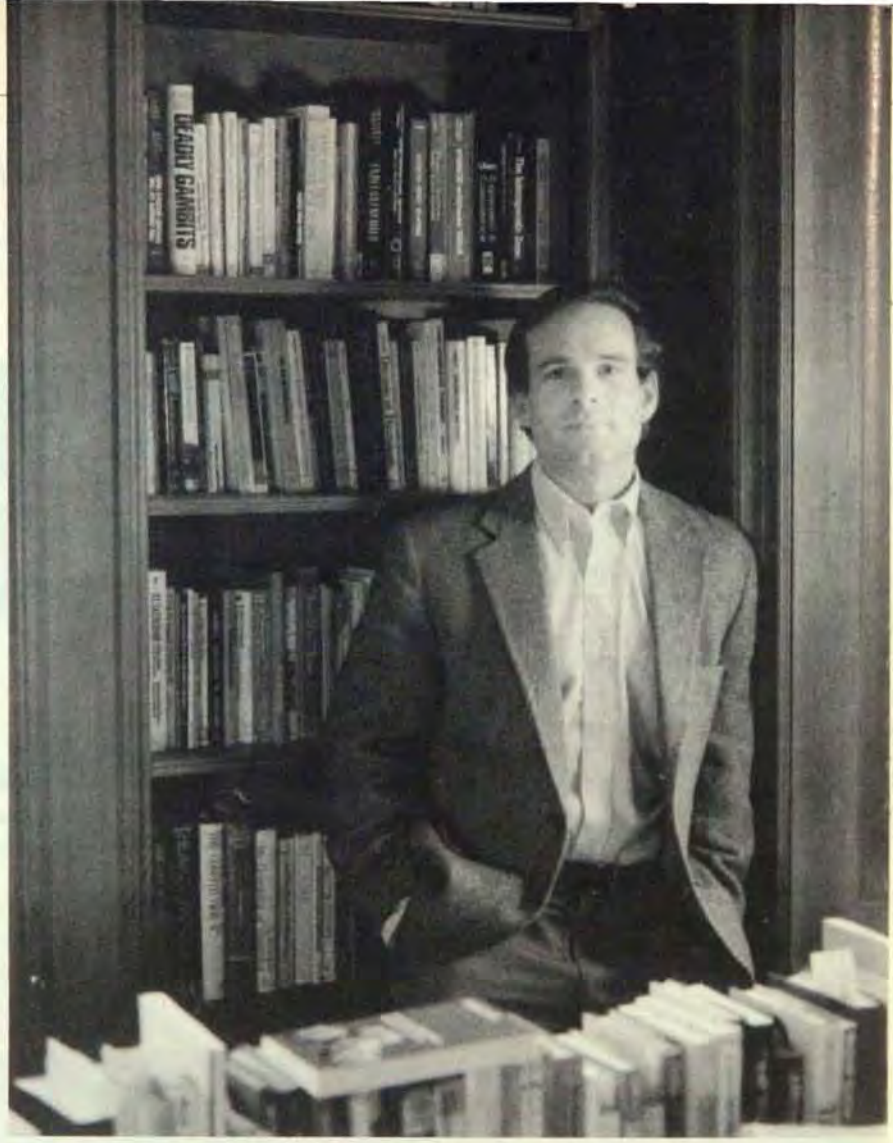
biography would be of any value."

Yet the professor persisted. "I said that even if he did not think that he, himself, was important that it was important for future generations to understand what American politics were like in the 1970s and 1980s. I went on and told him how he was an important figure in the Democratic Party and in liberalism," says Gillon. For the moment, Mondale was unmoved. "He was sitting there looking kind of annoyed, and twirling this cigar around in his hand. And he cuts me off and says, 'Okay, so Lane Kirkland will buy a copy.' " Gillon later chatted with Mike Berman, a Mondale confidant and adviser, who was much more optimistic about the idea. Five months later, Mondale agreed to let Gillon write about him.

Gillon came by his interest in Mondale when he was writing a history of Americans for Democratic Action (ADA), a leading post-World War II group of liberals cofounded by Hubert Humphrey. At the start, he knew relatively little about Mondale. During the past three years of research, however, Gillon has grown to appreciate his subject's historic significance.

"When I started out, I saw Mondale as a metaphor or a symbol of the modern Democratic Party," says Gillon. "The more I have gotten to know him, the more convinced I am that he is, perhaps, the most important Democrat since Humphrey. He's the single most important figure in the Democratic Party since 1972, in particular, and the leading liberal of his generation since the death of Humphrey in 1977.

"Mondale is the last of his generation. Someone told me he's the last of the original item. The unique historical and social circumstances that created a Walter Mondale will never again be repeated. He's very much a part of Minnesota, the rural Minnesota depression experience. He's a product of the Hubert Humphrey-Harry Truman, populist, New Deal style of politics infused with the sort of social justice concerns of the civil rights movement of the 1960s. These are sort of the critical building blocks of Walter Mondale's political style and political consciousness.



Yale professor Steven Gillon calls Walter Mondale the single most important figure in the Democratic Party since 1972 and the leading liberal of his generation since the death of Hubert Humphrey.

"Mondale, much more than I think most people appreciate, played a critical role in the years after 1972 trying to forge consensus between the two competing factions of the Democratic Party: the traditional working class faction of the party and the new, independent middle class. He tried to bridge the gap between George McGovern and Lyndon Johnson. Then later in the Carter White House, he played a critical role as liaison between Jimmy Carter and the traditional Democratic Party establishment. He tried to do the same thing in his 1984 presidential campaign," says Gillon.

Though Mondale's ideas on political strategy may have been outdated, he did become wiser over the years. The contrast between Mondale's pragmatic and intellectual sides forms a major theme in Gillon's book. Mondale's intellectual growth and increasingly sophisticated worldview he developed over time is impressive, says Gillon. "There are very few people who spend as much time learning the ins and outs of issues—in all their complexity—as Walter Mondale. He prepares like a trial lawyer prepares for a trial. It's one of the most remarkable things about Mondale. He is, I think, one of the most substantive and intelligent politicians in the modern era."

In the 1960s, Gillon says Mondale mainly followed Hubert Humphrey's lead on the issues, without carving out his own political identity. That changed after 1968, when he developed his own very liberal positions. But that's not the end of the story, Gillon says. "After

PHOTOGRAPHED BY BILL BURKHART

"SOMEONE told me he's the last of the original item. The unique historical and social circumstances that created a Walter Mondale will never again be repeated."

1972, he moved to the center and continued that process of moderation through the seventies and eighties."

Between 1968 and 1972, Mondale was known as one of liberalism's staunchest supporters in the U.S. Senate. As one of the leaders of the left-wing of the Democratic Party during those years, for example, he was the most forceful advocate of school busing. "He established the Senate Select Committee on Equal Educational Opportunity for the sole purpose of rearguing the case for busing," says Gillon. "He stood up on the Senate floor and opposed every major measure designed to limit the scope of busing."

Yet Mondale was not an inflexible ideologue. When the national mood shifted against busing, he changed tactics, if not his overall course. "By 1972, as the white middle class began showing its dissatisfaction with busing—and as it became a major issue that was dividing the Democratic coalition—Mondale essentially dropped it," says Gillon. "There was a big debate on Mondale's staff, because he was up for re-election in 1974. His select committee was slated to release its final report, which advocated increased money for busing and pretty bold measures for continued integration."

Mondale, in what Gillon calls "typical fashion," had it both ways. He ran for re-election— and released the report after the election, says Gillon.

There are other examples of Mondale's shifting perspective, says Gillon. During the late 1960s and early 1970s, he was extremely critical of American policy in Vietnam, foreign policy in general, and liberalism. "His speeches were filled with rhetoric that is extremely critical of the very foundations, not only of American society, but of post-war liberalism, which he saw as being self-centered and self-satisfied—not radical and bold enough," says Gillon.

"He talked about 'obscene priorities.' In a lot of ways, I think he consciously molded his political style after Robert Kennedy. And he tried to assume the role that Robert Kennedy had played in 1968 as being the spokesman for the outcasts, those who are on the fringe and on the perimeter of American society. If you look at the groups he was advocating for, they were children, migrant workers, and other powerless people."

All that changed after Mondale's senate victory in 1974, the historian says. Mondale hired David Aaron, who became his chief foreign policy adviser for the rest of his political career. "Aaron really educated Mondale about the role of power in international policy," says Gillon. Though still a liberal advocate, Mondale softened his stands to accommodate political realities and broaden his appeal to voters.

Though Mondale was able to read Americans' growing disillusionment with postwar liberalism, he couldn't change his view of the political process, Gillon says. "Walter Mondale in 1984 is the Walter Mondale of 1948 who was out pounding the pavement for Hubert Humphrey and Harry Truman back in the second district in Minnesota. That's the fatal flaw in Walter Mondale. That's the reason why, I believe, he was ultimately rejected. He still believed in the power of interest groups—that these groups shared an identity with a larger constituency. He still believed in this sort of pluralism, the philosophy of Neibhur that was so dominant in the immediate postwar period. That you could communicate to your constituents through the representatives of powerful interest groups [that] represented their constituents' needs.

"Television fundamentally revolutionized that. Voters no longer needed interest groups or the party to communicate their ideas. They got it directly through their television screen in the living room. Mondale never appreciated the tremendous impact that television had."

The talents that made Mondale an effective leader didn't project well in 30- or 60-second commercial spots, adds Light. "Running a national campaign for the presidency in the 1980s, and I think into the future, involves somebody who projects extremely well on television and has a personality of a certain kind. If he could have gone into the living rooms of every home in America, you would have had a landslide for Mondale."

According to Gillon, Mondale's abhorrence of glitz and glamour in politics is completely in character. "Mondale simply finds the whole style of campaigning that is necessary to be effective on television as being artificial, as being beneath the dignity of a politician," says Gillon. "He sees television as being a nonsubstantive, very pliable medium.

"That's why he refused the type of coaching—until 1984 when he was preparing for the debates with Reagan—that was necessary to make himself more attractive on television. Even beyond that, he refused to recognize the broader impact that television, the technology itself, was having on the campaigns."

The force, power, and impact of the new social issues of the 1970s on American politics also contributed to Mondale's 1984 defeat, Gillon says. "In the 1970s and 1980s these new cultural issues of race, law and order, and abortion cut across the class coalition. And Mondale never could understand, as Jim Johnson [one of Mondale's closest political advisers] told me, 'why a guy named Ceioni, from Jersey City, could be a Republican.' In Mondale's view of the way politics works, if you're a lower-middle-class, or working-class white ethnic, you're a Democrat.

"He never appreciated how these other issues tore apart that class dimension of politics which had formed the New Deal and had formed his view of politics. That, I think, is what ultimately led to his downfall." ◀

The BUREAUCRAT'S DISEASE

TWENTY years ago, a government job meant prestige, better-than-average pay, and a sense of contributing something to the greater good. Today, it means stagnant pay and no status. The opportunity to contribute has all but vanished. "Everybody thinks I'm a nutcake for talking about public service," Rep. Patricia Schroeder's daughter, a junior at Princeton, told the Denver congresswoman.

The outlook for government employment, assessed in numerous studies, is so gloomy that the dreaded word—*malaise*—has surfaced to describe it. The last time that word gained currency was during the Carter administration, when it came to symbolize Jimmy Carter's doomed presidency.

In Washington, D.C., whenever there's a problem too hot to handle, it's assigned to a commission. The National Commission on the Public Service, a blue-ribbon group charged with tackling the federal malaise, was headed by Paul A. Volcker, the former chair of the Federal Reserve. It reported its findings in March 1989 amidst a fanfare of press breakfasts, background briefings, and favorable editorial comment. A commission staffer called Volcker "the Open Sesame," because his presence paved the way for so much positive publicity—including support for a hefty pay increase for federal employees.

Although Congress eventually approved a pay increase for itself, federal judges, political appointees, and other government workers, the process was a divisive one, and in ways symptomatic of the larger problem, says Paul

ILLUSTRATED BY PAUL MEISEL

Public service has been hit by "malaise." Symptoms: inertia, no advancement, lack of respect, low pay. University alumni and the Humphrey Institute's Paul Light are working on a cure

BY ELEANOR CLIFT

Light, University of Minnesota professor and assistant dean of the Hubert H. Humphrey School of Public Affairs. Light served as senior adviser to the commission and wrote the draft of its final report.

THE scenario went like this: In January 1989, the Quadrennial Commission recommended an across-the-board 51 percent increase for Congress and all federal employees. The increase was sanctioned by a full cast of politicians, including presidents Reagan and Bush, and the pay raise would have been implemented in February without Congress casting a single vote. Washington lawyer Lloyd Cutler, who headed the Quadrennial Commission, was warned that a 51 percent increase for representatives and senators was too much in an era when most Americans were lucky to get small, single-digit increases. He spurned the advice, confiding to an associate: "We might as well get hung for robbing the First National as a piggybank." Since the American people would begrudge Congress any size pay raise, Cutler reasoned, the commission might as well play for high stakes.

The salaries of federal workers are tied by law and tradition to congressional pay. If Congress doesn't vote itself an increase, the rest of the federal bureaucracy is held hostage. The president's Advisory Commission on Federal Pay recently reported that the pay gap between government workers and the private sector is now a daunting 28.6 percent. It would take $35 billion in the first year to close the gap, a sum so out of reach it did not merit serious discussion. Besides, senators, representatives, and top officials make $89,500, a princely sum to most voters. "To the public at large, $80,000 is a good working definition of rich," says Norman Ornstein, a scholar at the Washington-based American Enterprise Institute and a 1967 graduate of the University of Minnesota. "And if you talk about not making it at $90,000, people will just laugh."

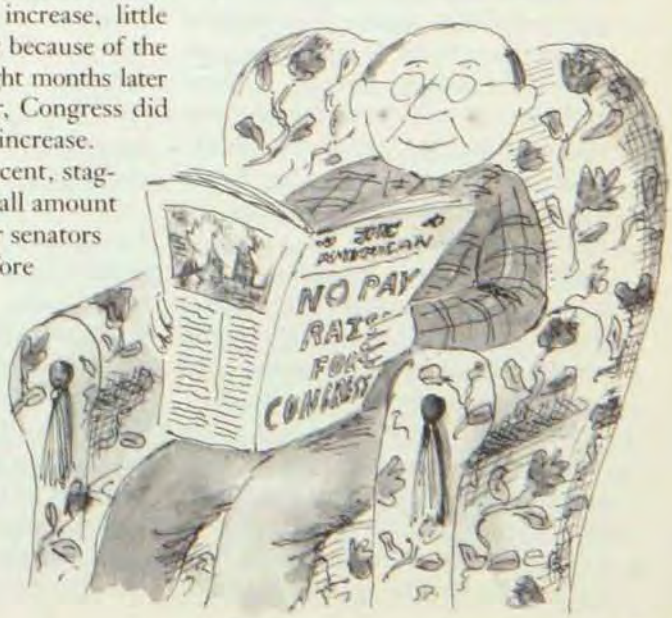
In February, fired up by radio talk show hosts, angry citizens managed to defeat the 51 percent pay raise. "The public felt that it was being scammed through Congress," says Light. "It could pass without any votes being taken, that's the way the process was actually designed."

At first, says Light, congressional ethics reforms and changing honoraria were part of the pay raise scenario. "Congress was saying, 'Give us our 51 percent pay raise, and we'll change our honoraria policy.' Not likely," says Light.

Although the Volcker Commission's final report issued in March recommended a 25 percent increase, little attention was paid to it because of the February brouhaha. Eight months later in November, however, Congress did vote on and pass a pay increase. This time it was 25 percent, staggered so that only a small amount would go into effect for senators and representatives before the 1990 elections —and it was tied explicitly to changes in honoraria and ethics. "To be real candid," says Light, "the changes in ethics have some loopholes about as big as Montana.

"The public generally felt that judges, presidential appointees, and civil servants should get a pay increase, but were very upset that members of Congress were getting a pay increase," says Light, adding that the three different pay increases were "decoupled," with Senate and House pay rising separately from that of judges and presidential appointees.

By all accounts, pay is only part of the problem of government malaise, however. It is as much a crisis of the spirit as of the pocketbook. The Volcker report had sounded the alarm bell. It warned that the federal government is "increasingly unable to attract, retain, and motivate the kinds of people it will need to do the essential work of the



republic in the years and decades ahead."

WHEN William Carey took a job with the Bureau of the Budget (BOB), now the Office of Management and Budget (OMB), in the early 1940s, the nation was just coming out of the depression and Franklin Delano Roosevelt was leading the way. "For a young man at that time, government was the central orbit of action and passion," Carey recalls. "It was the place to be, the place to test one's abilities, the environment in which talent would shoot to the surface if given its chance. When the recruiters from the bureau made their yearly trips to the top campuses, they returned with full saddle bags... And I never resented getting paid less than I might have gotten as the chief financial officer of the M&M company, which was an offer I received [and declined] at the age of 27." Carey, now with the Carnegie Institute in New York, was for many years the top career staff executive at OMB and the BOB.

Government service today is not nearly so much fun. For one thing, the federal government is in a massive period of stagnation. It has been rocked by a series of ethical scandals. While they mostly involve elected officials and political appointees, the career civil servant is tarred by the same brush.

The public's attitude toward politicians and government officials is "total, unremitting, vicious hostility," says Ornstein. When Ornstein wrote a *Newsweek* column defending the federal bureaucracy, he received hundreds of harshly critical letters. "I keep saying the pendulum will swing," he says. "So far, it hasn't."

There are a number of good reasons why the bureaucracy is held in such low esteem. First among them, quips Ornstein, "it's deserved." The stereotype of the complacent government official, impervious to being fired, is an image that sticks in voters' minds. It was easy for Washington outsiders Jimmy Carter and Ronald Reagan to exploit those negative feelings by running against the federal bureaucracy, even after they occupied the Oval Office. Stopping waste, fraud, and abuse in the government was Reagan's rallying cry. George Bush has set a different tone, calling government service an honored calling, but the damage has been done.

"TO THE PUBLIC at large, $80,000 is a good working definition of rich. And if you talk about not making it at $90,000, people will just laugh."

Public service salaries were never meant to keep pace with the private sector; the compensation was assumed to come in other nonmonetary ways. And, indeed, many young people will happily take a lower salary if it means challenging work, according to a recent survey conducted by the Volcker Commission. College graduates are eagerly competing for the Peace Corps, which pays subsistence wages but guarantees a life-broadening experience.

The trouble with many government jobs, says Paul Light, is that they are dead ends. "It's very difficult for me to say, 'Take a job anywhere in the federal government—you will be challenged,'" says Light. "It's just not true." Light lists these characteristics as typical of an oversized bureaucracy:

IF PAUL LIGHT were magically named White House chief of staff, he says he would order perestroika—a radical restructuring of government. Light, who joined the National Commission on the Public Service in its last six months, replaced a close friend on the commission who died suddenly. He describes the experience as "an intense kind of learning experience and just about the most difficult thing I've ever done."

Light drafted the commission's final report, "Leadership for America," which offered twelve recommendations to improve public service and attract young people into government jobs.

"The federal government, I think, is often an employer of last resort for many our our bright young people," says Light. "It's the job you would only take if you couldn't find something elsewhere. We see that among our students here at the Humphrey Institute and among our undergraduates."

Among the changes Light recommends are spinning off pieces of departments such as the Veterans Administration, Commerce, and Treasury into corporation-type entities that would operate like businesses with greater accountability. He would shrink the government at least 5 percent and eliminate several layers of management. "We ought to be taking a good hard look at our agencies and saying which ones stay, which ones go, and how can we restructure these agencies and the programs within them to make it more likely that the programs will work," says Light.

Light advocates a vigorous spring cleaning to eliminate or reduce the size of agencies that no longer have viable missions. "We've got thousands and thousands of committees and commissions in government that don't do diddly and that ought to be eliminated," he

THE LIGHT PRESCRIPTION

BY TERESA SCALZO

"IN FEDERAL government, we tend to keep people for as long as they can drag themselves into work. You ought not be appointed to anything for life."

Paul Light served as senior adviser to the National Commission on the Public Service and wrote the draft of its final report.

says. "I know 'Commitment to Focus' isn't the right word anymore, but you ought to have an 'Access to Excellence' in government as well."

Because the public is interested in efficient and honest government, Light thinks voters would support efforts to tie some amount of pay and tenure to overall job performance. He also suggests implementing performance contracts. People who do their jobs well would be protected and rewarded, while those who are not performing well can be removed. "In federal government, we tend to keep people for as long as they can drag themselves into work," he says. "You ought not be appointed to anything for life."

Light also believes the public wants to pay federal employees based on the cost of living in their localities. "It just makes sense to pay federal employees the prevailing wage in their local or regional market [and not] a wage that's set at a national level that's either exorbitant compared to the local prevailing rates or far too low."

Light says solutions to government "malaise" are hampered by the sense in Washington that "all you have to do is bump pay a little bit, bless the public servants, and have the president appear at a couple of big events each year to celebrate the outstanding employees in government." But he is is quick to point out that such "Band-Aids" won't entice the best students into public service.

A survey by the National Commission on the Public Service of graduates who had been elected to Phi Beta Kappa, to the science honor society, and to the public administration honor society indicated that students weren't attracted to jobs simply by pay and financial rewards. "What we found was a real concern that the work be challenging," says Light. "Questions of 'Will I be recognized for my performance? Will I be challenged? Will I be valued for my skills? Will I have a chance to advance to the highest levels of my abilities?'

"We have to offer a decent level of pay that's going to help our students pay off their loans and find a decent place to live. Our comparative advantage in the public service is to provide them a job in which they can make a difference in the quality of life. We have to tell them that 'You can do something bigger than you can in the private sector.' We have to call out to the commitment in young people to changing the future and altering the quality of life. And I think that commitment is still there." ◀

PHOTOGRAPHED BY DAN VOGEL

• Cement ceiling. It is difficult for young people to advance because the career ladder is so crowded with people above them who don't quit. The "quit rate" of federal employees is only about 5 percent, half that of the private sector. Moreover, the best jobs—ambassadors to foreign countries or assistant secretaries of this and that—are often reserved for political friends of the president. "By the time you're 35, you're at the top of the career ladder," says Rep. Schroeder, who graduated from the University of Minnesota in 1961. "Everybody above is political." Schroeder's son took a job with ABC News after graduating from Georgetown University's School of Foreign Service because "he figured out the best he'd get in a politicized system is ambassador to Colombia or Haiti—places where none of the president's buddies want to go," says Schroeder.

• Stifling regulations. Government agencies are awash in rules and regulations about what employees can or cannot do. Requisitioning a pencil can require several different signatures.

• Over-layering. Young people who want to make a difference get discouraged when they see how many layers of bureaucracy stand between themselves and the real action. "They make a wedding cake look like nothing," says Light. "Sort of a perverse reaction to salary and personnel freezes is that we've tended to promote people to get them salary increases . . . creating more layers of management between the top and the bottom."

• Lack of challenging missions. During the last twenty years, government has contracted with the private sector to do jobs it once did, leaving less challenging duties for public employees. Too many government workers do little more than manage contracts with the private sector, says Light. "Too many of the interesting jobs are now being handled by the private sector, at much higher pay.

"The Environmental Protection Agency (EPA) or the Department of Energy spends most of its money and has two or three times as many employees working on contract than they do with the agency. That's a big problem for somebody who wants to work on, for example, the Superfund program. What you do at EPA as an employee is manage a contract for a consulting firm that does most of the implementation of Superfund.

"Incidentally, I don't think the American public realizes how much those private jobs cost," Light adds. "Moreover, private contractors often have significant conflicts of interest, working at several different agencies and for other private firms at the same time. But about the last place you'd look for flexibility and a quick-hitting response is within your own agency because it's so damn tall and it's so filled with bureaucratic regulation and red tape."

• Decline of public support. During the last ten years, the public has gotten the message that practically everything government did was bad and that the private sector could do it better. "It's a big lie of course," says Light. "We have to have a Federal Aviation Administration; we have to have an EPA. The reason we clean up toxic waste dumps is precisely because business puts toxic waste in dumps. Reagan campaigned on the theme that the markets would do it, that all you needed to do was have a vigorous private sector and you wouldn't need government at all, but the private sector isn't interested in most of the functions of government. They don't want to run an air traffic control system. And they're not competent to do so. They don't want to run an FBI, and they shouldn't."

"SORT OF A perverse reaction to salary and personnel freezes is that we've tended to promote people to get them salary increases . . . creating more layers of management between the top and the bottom."

CURES for government malaise are hard to come by. Public service might become more attractive once the "read my lips" era of no new taxes comes to an end. Yet elected officials have lacked the political courage to issue any kind of call for sacrifice. As budget director Richard Darman puts it, the country is in the throes of "now-now-ism," with instant gratification becoming the politicians' road to reelection, while accounting tricks mask the true extent of the budget deficit.

In an October 1989 cover story, *Time* asked the question, "Is Government Dead?" It detailed government inaction on a range of issues from the deficit to health care and foreign policy. "Unwilling to lead, politicians are letting America slip into paralysis," the magazine concluded.

"In our system of government," says House budget committee chair Leon Panetta, "you get things done through leadership or through crisis. Right now we have very little of either."

Somehow it seems fitting to end this story with a rememberance of how things were—and, by implication, the hope that that spirit could once again be captured. "In the early forties, the nation still looked to government to lead," recalls Carey. "The people believed in government as a decent and positive instrument of action, as a caring institution and a responsive one, and as a force for building a nation and a future. This ethic was deeply rooted, deriving from the Roosevelt years . . . It can be that way again, but only if these qualities of service in government are restored. Money alone will never do it. That is only one figure in the equation." ◀

THE GOING RATE

University faculty are leaving for the greener groves of academe, lured by offers unheard of in the past. Can the University keep the best and the brightest? Should it?

BY WILLIAM SWANSON

"THERE are several ways of dealing with adversity," University of Minnesota professor D. Fennell Evans tells a visitor to his Twin Cities campus office one morning. "One of the options here, of course, is to pick up and leave. Another is to try to do something about the situation."

Some months earlier, in an opinion page commentary in the *Star Tribune*, Evans, director of school's Center for Interfacial Engineering, had said the University was in grave trouble. Many of the best and the brightest of its faculty, he wrote, were "reluctantly coming to the conclusion that this is no longer a place in which to invest their future." Barring a "new vision" on the part of the state and its leadership and an appropriate allocation of resources, he warned, "Minnesota faces the prospect of being the brainpower state with a brain-dead university."

The article, he tells his visitor, was an attempt to rouse the citizens of Minnesota and their elected representatives, who, at the time it was written, were sitting in legislative session at the State Capitol. "Key individuals in the Center for Interfacial Engineering were being pursued by other universities, and their leaving would have a significant impact," says Evans. "I wanted to make people realize that something had to be done."

Evans had indeed caught readers' attention, eliciting considerable agreement with the article's thrust as well as a few suggestions that if the author were unhappy at Minnesota, perhaps he himself should go elsewhere.

And what about the "key individuals" whose pursuit by other universities spurred the commentary in the first place? Evans replies with a rueful smile. One of the individuals had just departed for the Massachusetts Institute of Technology, he says. "The moving van left yesterday."

Evans is not the only person on campus worried about faculty flight and its ramifications for the University and the state it serves. Fears of moving vans leaving Minnesota for Boston, Berkeley, and other purportedly greener groves of academe are widespread.

FACULTY retention is in fact one of the hot topics on campus this year, and will likely continue to be for years to come. It is high on the agendas of nearly everyone, from the Board of Regents to the University president to the institution's deans to all levels of faculty and staff. It has begun attracting the attention of the legislature, alumni, and, presumably, the state's larger public as well.

Administrators like Shirley Clark, former acting provost and vice president for academic affairs during much of the recent discussion, cite the growing number of "retention cases" as evidence of a crisis. Retention cases are incidents in which the Office of Academic Affairs is asked by a college to help counter an outside offer made to a member of its faculty. According to figures presented to the regents in 1989, the number of such cases jumped from 26 in 1987-88 to 73 in 1988-89. But such numbers, as another administrator puts it, are "very slippery," documenting only those cases in which the Office of Academic Affairs has pitched in to help.

In fact, there are many more instances in which individual colleges either handle the bids themselves or deem them lost causes. The College of Liberal Arts, administrators say, was particularly hard hit in 1988-89, though the problem, either directly or by way of a ripple effect, has touched virtually all precincts of the University.

Moreover, say Clark and others, the offers and counteroffers are becoming increasingly expensive, suggesting the kind of bidding generally associated with big-time private industry and professional athletics. In 1988-89, the Office of Academic Affairs alone spent a total of almost $697,000 on retention cases, and the cost is going up. Referring to nationwide trends reported in recent academic journals, Clark says of the proffered compensation packages, "Some of the bids could be legitimately called exotic."

To make matters worse, the University's struggle to retain outstanding faculty is taking place against projections of a significant nationwide faculty shortage within the next several years. Experts such as Howard Boen and Jack Schuster, authors of the book *American Professors: A National Resource Imperiled*, are saying that 500,000 of the nation's 700,000 faculty members will retire within the next two decades and that most of them will have to be replaced. The American Council on Education reports that disciplines such as computer science, mathematics, and business are already facing faculty shortages, and by the middle 1990s the dearth should extend to the health and physical sciences, engineering, foreign languages, and various vocational fields. A headline in the *Chronicle of Higher Education* in 1989 did not seem to be stretching for effect when it headlined: "Uncertainty Is Rampant as Colleges Begin to Brace for Faculty Shortage Expected to Begin in 1990s."

"The expected wave of retirements," the *Chronicle* story glumly explained, "will come at a time when many institutions are concerned about a decline in the number of American doctoral-degree recipients, a drop in many disciplines in the proportion of recipients planning academic careers, heavy pressure to increase the number of minority faculty members, and waning faculty morale compounded by tight budgets."

COMPENSATION is not the only component in the faculty retention issue. Professors obviously take many factors into account when considering whether to go to or stay at a particular institution.

"Faculty members have the same needs as everyone else, but they're not driven by salary alone," Clark says. "If they were, they wouldn't have chosen academe in the first place. I think what everyone's really looking at is the overall environment—a cluster of things that make up the total university experience." Besides salary, Clark and others point out, that "cluster" includes work-related resources and facilities, the quality of colleagues and students, the prestige of the institution and department, and a variety of "quality of life" considerations in the institution's community. A decision to leave or stay put may turn on such diverse items as the region's climate, local cultural amenities, or the employment opportunities available to the professor's spouse.

> OF THE $180 million in research grants and contracts raised by University professors in 1988, nearly $90 million was accounted for by only 100 individuals.

For all of that, compensation is surely central to the local concerns about shortages and competition for outstanding teaching and research personnel.

"Compensation is fundamental," says Regent Jean Keffeler. "Compensation is seen as a measure of a person's worth. How can we possibly expect to hire and retain top-notch people if we can't compensate them accordingly?"

Robert Sloan is a professor of geology and geophysics at the University, and president of the Twin Cities chapter of the American Association of University Professors (AAUP). The AAUP, says Sloan, has been compiling and comparing faculty salaries among the nation's universities and colleges since 1957, and the most recent rankings show the University of Minnesota in a dismal light.

According to those rankings, released by the AAUP and announced locally by Sloan in spring of 1989, the mean salary of a University professor is currently about $45,700—some $8,100 less than the mean salary of professors at more than two dozen other private and public research schools involved in the comparison. Full professors at the University earned, in mean figures, $54,500—or $10,000 less than their counterparts at the other schools studied. The gaps between Minnesota and the others had widened significantly (from roughly $5,400 and $9,700, respectively) since the previous year's comparisons, and in 1989, Minnesota ranked 25th among the listed institutions in both categories.

Not everyone uses the same yardstick or comes up with the same numbers, but there seems to be scant disagreement with Sloan's troubling bottom line—that the University of Minnesota is "dreadfully out of position in terms of compensation."

Those who keep tab of such things note that American university faculty salaries have been generally depressed for the past twenty years. As Shirley Clark noted in a background presentation to the regents last year, "by the early 1970s, higher education was no longer enjoying the momentum of expansion [it had experienced during the post-World War II boom], and it was entering a period of prolonged financial shortages, the burden of which has fallen heavily on faculty compensation and working conditions."

At the University of Minnesota, the situation has been worse than at many of its peer institutions. "Our salaries have simply not recovered from the

Johnsonian guns-and-butter inflation era at the same rate as many of the others'," Sloan says. "In 1972, we were essentially on par with everybody. Everybody underwent a crash and reached the nadir in about '78 or '79. But nearly everybody else seems to have recovered faster than we have."

Some observers blame the salary lag, among other resource-related problems, on the University administrations of the past decade and a half. For varying reasons, critics argue, former presidents Malcolm Moos, C. Peter Magrath, and Kenneth Keller found themselves at odds with legislators responsible for University appropriations, and funding was adversely affected. Another, more commonly voiced, and perhaps more fundamental explanation is that the University, in its well-intentioned attempt to be many things to many people, has simply spread itself—and its limited resources—dangerously thin. During the past decade and a half, salaries have not been the only items placed in jeopardy. Student-to-faculty ratios rose in many disciplines, the school's library system was seriously depleted, campus buildings fell below code, and antiquated equipment was not replaced.

One result has been a much-discussed lowering of faculty morale—which was lowered further by the series of top-of-the-news embarrassments in 1987, 1988, and 1989. Another has been the rise in the number of the University's retention cases.

"The University of Minnesota is a school with a lot of high-quality faculty members who are relatively low paid," Sloan explains. The salary situation, plus the variety of other resource and morale problems, have made it a "good hunting ground for scalp-hunters from other institutions—schools looking to replace faculty members at a senior level and expand or enrich existing programs."

In her presentation to the regents,

ILLUSTRATED BY LINDA FRICHTEL

Clark described four strategies that had been employed by the University's academic affairs office to retain "key faculty" since the mid-1980s. One provided special allocations "to departments in fields where shortages of faculty or market conditions made competition particularly acute." Another allocated merit increase dollars for specific University departments. A third provided "anticipatory retention" money to individual departments "based on the difference between Minnesota department salaries and [the] salaries of peer institutions" (that is, other Big Ten schools and the University of California, Berkeley).

By 1987-88, all three strategies had been abandoned for lack of funds, leaving only the fourth, individual retention cases, which might be described, Clark acknowledged, "as crisis intervention."

Clark provided the following examples of recent retention cases:

• The University of Michigan offered a Minnesota physical science professor a salary of $75,000, or $17,000 more than he was making here. Although Minnesota offered to match the increase, the professor left for Michigan. He complained that it took the Michigan bid to persuade Minnesota to give him a raise, and asked pointedly, "Are you going to pay me for the five years I was underpaid?"

• The University of Arizona offered another Minnesota physical science professor a salary of $150,000 and $500,000 in research facilities and equipment. Minnesota countered with a $35,000 pay raise that matched the Arizona offer, plus $150,000 in additional research funding. The professor headed southwest.

• The University of Tennessee said it would provide a Minnesota humanities professor with an endowed chair carrying a salary of about $70,000. Minnesota offered to raise the professor's salary from $54,571 to $70,000, provide research assistance, and reduce teaching responsibilities. The professor decided to stay in Minnesota.

NOT ALL the competition for the University's faculty, it should be noted, comes from other schools. Like other universities, Minnesota is competing with private industry and the various professions, which, with their often higher compensation levels, are apparently becoming more and more appealing to bright young people. The experts agree that significant numbers of today's most promising graduates are passing up the classroom and research lab for supposedly more rewarding careers downtown.

Whatever the source of the competition, the "game" itself is expensive to play. And as the stakes increase, so, inevitably, do the costs.

Academic journals such as the *Chronicle of Higher Education* have been noting the growing number of perquisites in the bids and counterbids. According to the *Chronicle*, it is no longer unusual for "set-up" expenditures—covering laboratories, computers, and other research equipment in the physical sciences, for example—to cost an institution between $500,000 and $1 million per professor.

Losers in the tug-of-war often sacrifice a sizable investment. Evans's young colleague who abandoned Minnesota for MIT is a painful case in point.

The young man, Evans reports, had been made a professor only two years ago and was presumably moving into the most productive period of his career. "He was very good and would have made a significant impact in important directions," says Evans. "And we worked very hard, and spent a lot of money to keep him here at Minnesota. We spent literally hundreds of thousand of dollars nurturing him over the years, and now that's essentially gone for naught."

Evans says that MIT beat Minnesota "fair and square" in the competition for the young professor. "We lost him because he felt that in the long run MIT is going to be a better place to be than the University of Minnesota.

"It all comes back to competition," Evans insists. "There are better places to work than the University of Minnesota. There are places that pay higher salaries and places that provide more support in terms of equipment and so forth. And it's not that we're way, way down—it's just that we're not at the top.

"By way of analogy," he continues, "we're not talking about a high-rise

On the *Firing* Line

BY CHUCK BENDA

ALTHOUGH retaining the kind of faculty members the University needs to maintain academic excellence presents the administration and the Board of Regents with a particularly urgent challenge, so too does the problem of firing those who aren't serving the institution well. This problem came to a head in recent weeks when the news broke about Eldred Smith, a former head librarian at the University who didn't return to campus for reassignment when his paid leave was up in July 1989. Coupled with reports about other so-called "golden parachutes" offered to departing University staff members, the Smith case fueled the fires of taxpayer outrage.

In the case of Smith, the administration admitted mistakes had been made. Through a variety of paperwork and administrative snafus, Smith was not called onto the carpet for more than five months after he failed to fulfill his contract obligations. Once the news made headlines, the administration responded quickly. University President Nils Hasselmo ordered Smith to return to the Twin Cities for reassignment. Smith at first refused to return, and the case was turned over to the University Attorney's Office. Smith reported for work January 16.

With some of the other cases brought under close scrutiny during the uproar, including some involving early retirements, the verdict is less clear.

Although such actions may in some instances be costly, they are inevitable

at an institution with some 18,000 full-time employees, say University administrators. "The University, like virtually all other large organizations, occasionally gets sued," says William Donohue, vice president and University attorney. "Determining whether or not you should settle out of court is a guesser's game, in a way, but we think we save the University money and disruption when we choose to settle out of court."

Current policy leaves the final decision up to the vice president for finance and operations. That decision is made, Donohue says, according to a policy that requires assessing four criteria: the risk of an adverse result if the case goes to court, the amount of damages sought, the cost to the University in terms of dollars and disruption, and University policies and principles that might preclude settlement.

University actions during the past several years compare favorably with other Big Ten institutions in all areas except sex discrimination cases, according to Donohue. In that area, the University signed the Rajender Consent Decree, agreeing to goals and timetables for hiring women and establishing mechanisms for redress of sex discrimination claims.

When it comes to early retirement and severance settlements, Carol Carrier, assistant vice president for academic affairs, echoes Donohue's sentiments that University policies and actions are, by and large, in line with similar institutions. "Unexpected problems with performance or changes in the direction of a department can lead to situations where it is less costly in the long run to pay the person to the end of the contract or to offer early retirement settlements," Carrier says.

There is no longer a mandatory retirement age in Minnesota. Older faculty members are often among the highest paid, and early retirement programs allow the University to replace these faculty members with less highly paid faculty members. While faculty early-retirement settlements will add up to about $6.5 million for the period from 1982 to 1991, the estimated cost of keeping these faculty on the payroll during the same period would have been more than $33 million, according to University calculations.

In response to public criticism of University policies on leaves, severance, and pay, President Hasselmo presented a plan to the Board of Regents to both rectify current problems and enact policies that will ensure they do not recur. His plan includes: adopting a policy on administrative transitional leaves; adopting a new severance policy for professional/administrative personnel; requiring presidential approval of litigated settlements involving termination; completing a case-by-case review of early retirements from 1982 through 1989; enforcing the contract with Eldred Smith; and establishing an external group to review and assess the University's action plan. ◀

building in flames. It's much less spectacular than that. You will have a group of important professors packing up their tents and disappearing in the night. There won't be press conferences or a lot of excitement—those professors will simply depart. But the impact of those departures over a period of time will be enormous.

"The issue goes beyond an individual professor's salary. The much more important consideration is where this university is going to be in five or ten years. Our main concern is—or ought to be—the directions in which the University of Minnesota is heading.

"Professors who have international reputations, who have significant impact in their fields, who can marshal the resources to obtain large grants, some of those grants in the millions of dollars—these are scarce commodities. You lose them, and you run the risk of becoming a mediocre institution."

That mediocrity can in turn spell even larger problems for the state, Evans says. "Everyone seems to agree that having high-technology industry in an area depends on having a high-quality university or universities nearby. Thus, the question we ought to be asking ourselves is, 'Are we going to have a high-quality university that is going to attract and sustain high-technology industry, or aren't we?' It seems to me that we either win in the fierce regional competition for that industry, or we accept the possibility of Minnesota becoming a northern Appalachia."

Asked if his might be an alarmist's view of the situation, Evans laughs. "Well," he says, "we may soon find out."

Then again, maybe we won't. Evans himself admits to some optimism. "There seems," he says, "to be a growing awareness of what the game is about and what the stakes are."

Robert Sloan says he believes the situation will get worse before it gets better, that the number of retention cases will continue to climb, and that the expected nationwide shortage of top-level faculty will only "exacerbate" the problems as Minnesota. At the same time, Sloan expresses pleasure and confidence in the administration of Nils Hasselmo and the "friends" of the University at the Capitol. "We've always had some people [at the legislature] with

an ax to grind with the University," he says. "But we've also had—and we have today—some exceedingly good friends over there. I believe that if we properly make our case to the legislature and to the people of Minnesota, they won't let the situation here deteriorate any further. This institution is just too important to the state."

Administrators and faculty alike seemed to be heartened by the results of the 1989 legislative session. "Were we dancing in the streets?" says Clark. "No. But we did feel the signals were very good. We did feel the legislature understood the problem of faculty retention and its relation to the ongoing quality of the University, and made an attempt to deal with the salary issue."

BUT the effectiveness of the 1989 legislative appropriation, while larger than many had expected, is still the subject of debate. Critics have argued that 3 percent of the 7 percent salary increase included in the new funding package has been earmarked for the redressing of past inequities in the pay of female faculty and to countering other institutions' offers in retention cases. This means, they say, that for the faculty's vast majority the raise will amount to less than the current rate of inflation.

The retention-case funding is controversial. The legislative money provided for retention will not be evenly dispersed, but concentrated in those areas—and spent on those individuals—where the University seems most vulnerable to faculty raiders.

"It's perceived, understandably, as unfair," says Clark, "and I agree that it is. We hear people saying, 'We're all important. We're all dedicated to our work and our students and this institution, so why are only a small number of us given the special treatment?' We're caught, I'm afraid, between trying to keep more people happy and trying to keep our blue-chip faculty members in place."

The so-called "superstar funding" is defended, however, as at least a short-term necessity in the face of current realities. Defenders point out that there is already a significant difference in compensation among the University's professoriate, that some professors are paid three times what others are making. These tend to be the professors who—because of their work and stature in particular disciplines—attract smart and talented young people, as well as great sums of money, to the University.

In some cases, these professors bring in a disproportionate amount of the millions of dollars in industry and government grants received by the University each year. According to the University's Office of Research and Technology Transfer, of the $180 million worth of research grants and contracts raised by University professors in 1988, nearly $90 million was accounted for by only 100 individuals.

> "THERE was a period when I personally felt that above the dean of the Institute of Technology there was nothing but open sky all the way to infinity."

In other words, while 73 retention cases may seem negligible when looking at a faculty roster of 3,000 persons, the number does not reflect the magnitude of the problem if the cases involve exceptionally magnetic and productive individuals.

"In a lot of fields," says Evans, "you can count on two hands the people you want in your department. Obviously, these are people in great demand, and they're free agents who can come and go as they please. When they do leave, they take with them an awful lot of resources—and they're very expensive to replace."

Still, the University's administration, fearing inequities both within and among its many departments, is uncomfortable with the "superstar" retention funding, and is eager for a longer-term solution. "The fact is," says Clark, "we need more money for everyone."

Everyone seems to agree that there is more involved in the question than dollars and cents. No one argues, for instance, that the recent administrative tribulations of the University did not affect faculty retention in nonsalary ways. "There was a period," Evans recalls, "when I personally felt that above the dean of the Institute of Technology there was nothing but open sky all the way to infinity." Says Clark, "Faculty wants to be able to do their work and not worry about what's happening in Morrill Hall."

But compensation remains at the heart of the retention issue. And while there seems to be an upsurge of optimism about the University's long-term success in compensating—and thereby retaining—essential members of its faculty, a great deal of uncertainty remains. The University's ability to keep "top-notch" faculty in place will depend, many believe, on its ability to bring salaries up to par with the salaries of peer institutions, and, in an era of tight resources, that task depends on narrowing the school's historic mission. If faculty is indeed the key to academic quality, the argument goes, then faculty is where resources must be focused.

Regent Keffeler says, "If our choices are to reduce the number of course offerings or the size of our enrollment in order to liberate resources for compensation, then I think we ought to go in that direction. A good, solid faculty is what a university is, after all. If you don't have that kind of faculty, it doesn't matter what different courses you offer."

To many faculty, the University's Commitment to Focus plan represents important movement in the appropriate direction, but no one is talking about a quick fix of the retention problem. Indeed, the looming nationwide faculty shortage is expected to make a bad situation worse.

In the meantime, the prospect of still more moving vans making their way out of state will keep the accompanying commentary urgent.

SENIOR YEAR: A BABY BOOMER'S GUIDE TO

OLD AGE

IN JUST 21 YEARS, your generation will be declared "old," and will be sending shock waves through society. Will you be prepared?

BY MICHAEL P. MOORE

"Will you still need me, will you still feed me, when I'm 64?"
—The Beatles

WHAT WILL YOU DO, Mr. and Ms. Baby Boomer, if the blessing of living a long life suddenly becomes a burden, and you (or your parents or spouse) lose your health and independence?

If and when that loss occurs, you may be too late or too old to marshal your energies—financially, physically, or socially. It takes decades to prepare for decades.

Right now, millions of your family and friends are venturing beyond retirement into old age. One in every eight Americans is now over the age of 65, and 2.7 million of those 29.8 million people are over the age of 85. The over-65 age group has doubled since 1950, and the 85-and-older age group (the "old-old") will double by the end of this century. More startling: by 2011, you, and the first wave of the 76 million other baby boomers, will reach age 65. By 2030, a predicted 65 million of you will be alive and striving for quality time.

If your group's history is any clue, you will not venture into old age, you and your fellow baby boomers will consume it.

Whether you will be smart consumers is another matter. High debt and low savings don't create much leverage for financing the first decade or two of retirement, much less the three to four decades many are destined to live. And even those of you who are prepared financially may not understand or be adequately insured for the types of

PHOTOGRAPHS COURTESY OF FPG

services that can help maximize quality of life in any eventuality.

"I think one of the most important concepts in aging is to help people recognize—when they are 40 years old—what kind of financial needs and health care decisions they might face, not just during the initial retirement years, but on into old age," says B. J. Kennedy, Regents' Professor of Medicine and Masonic professor of oncology in the University of Minnesota Medical School. Kennedy, who earned a B.A. and a B.S. from the University in 1943, and an M.D. in 1946, is one of the founders of the All-University Council on Aging, which during the past fifteen years has developed a network of more than 500 faculty who are exploring the challenges and issues facing an aging society.

Despite burgeoning research interest, the special, multifaceted concerns of older individuals are often ignored by educational programs for health professionals, social workers, clergy, and others, says Robert L. Kane, who holds the University's endowed chair in aging and long-term care, the first such chair in the nation. "With typical American ingenuity, we've managed to talk a great deal about geriatrics without actually doing anything," he says. Until that professional situation improves, he suggests that families and older individuals become stronger advocates for themselves. "In other words, if you can't train the doctor, train the patient. After all, it's your life at stake, not the doctor's," Kane says wryly.

Kane and his wife, Rosalie, both national experts on long-term care, came to the University in 1985. Robert Kane served as dean of the School of Public Health until April of 1989. Rosalie Kane, D.S.W., is a professor with joint appointments in the School of Social Work and School of Public Health. Both are members of the All-University Council on Aging.

Rosalie Kane is also director of the University of Minnesota's Long-Term Care Resource Center, sponsored jointly by the School of Public Health and the School of Social Work. The center is one of six funded by the National Administration on Aging. It received $1 million for three years, during which it will gather and disseminate research on long-term care and assist state and local agencies on aging by providing technical assistance, training, and research and development. "As we find out about innovative, proven programs, we want to make them known," Rosalie Kane says.

As the long-term care field changes, families will be hard-pressed to keep up with the array of available services, to assess their relative quality, and who pays for them. The many new options differ from one community to the next and offer overlapping layers of social services, with eligibility determined sometimes by income, sometimes by geography. "It's a very complicated nonsystem," says Daniel Detzner, Ph.D., associate professor in the department of family social science. But contrary to popular opinion, he says, experts are finding that families "haven't abandoned the elderly. They are very involved in long-term care."

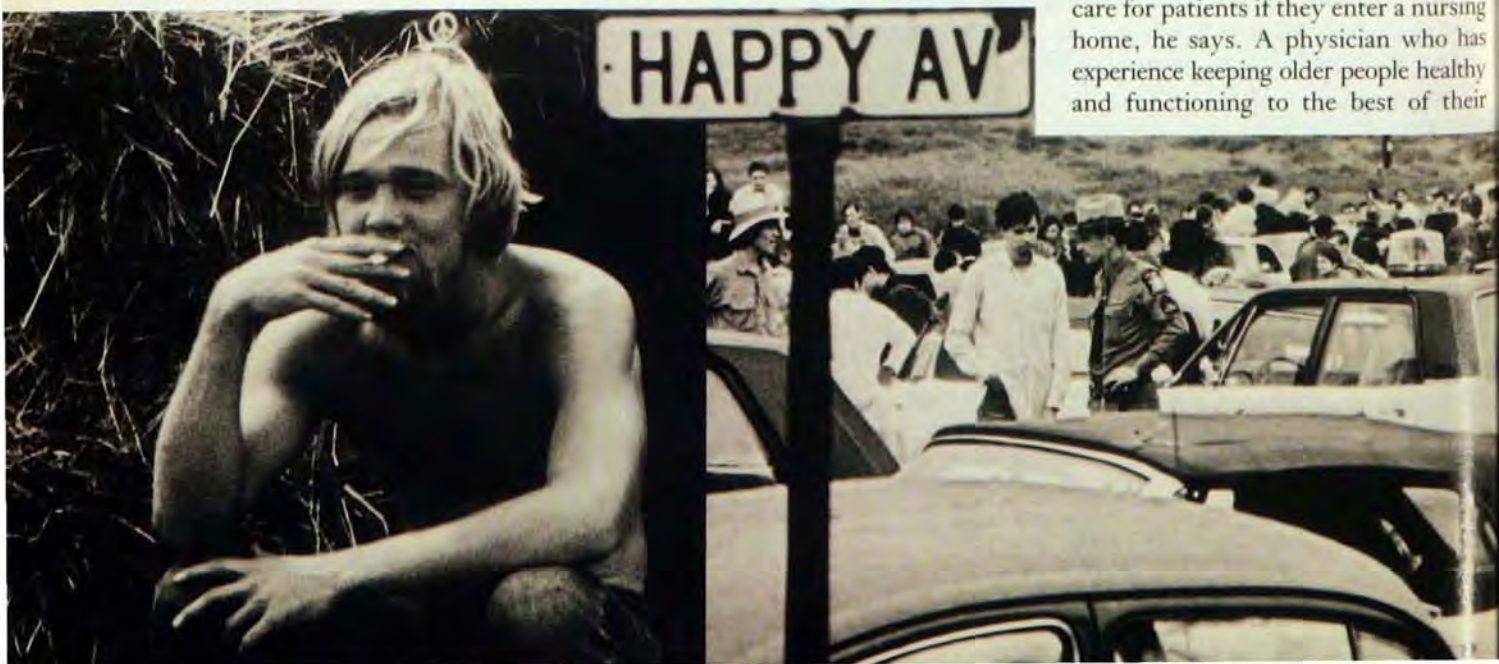
As you of the baby boom generation begin wrestling with the problems of aging parents, you will be getting first hand the experience of planning for your own aging process. To aid in both tasks, *Minnesota* has compiled the following guide, which offers beginning advice from University experts.

The Personal Physician

"EVERY OLDER PERSON needs a personal physician, someone who can assess current health and functional status, and who can help plan for future needs," says Kennedy. "It's important to have a physician who knows you and has time for you."

Effective geriatric care, says Kennedy, looks beyond a specific disease to the psychological and social factors that contribute to the person's well-being, stressing preventive medicine and assisting in identifying and working toward personal goals. "Otherwise, everything gets medicalized, and the patient hears only what is good for his diabetes rather than for himself," says Joseph Keenan, M.D., director of geriatrics in the Medical School's department of family practice and community health. "That reduces patient compliance and satisfaction, which results in poorer health."

"Try to find a physician who is interested in caring for older people," says Robert Kane. A doctor may indicate such an interest by having taken the competency exam for geriatric physicians or by continuing to provide care for patients if they enter a nursing home, he says. A physician who has experience keeping older people healthy and functioning to the best of their



ability is especially valuable, Kane says, because aging varies with individuals, and it's tough to predict how an older person will respond to a particular health challenge. "One thing we do know," says Kane, "is that older people can improve [after an illness or injury] as well as get worse, which runs counter to many people's expectations of aging as an inevitable downhill process."

The Generation Gap

THE PHYSICIAN-PATIENT relationship is usually shaped by values that are tied to the patient's generation, says Keenan. "The older patient of today has a tremendous respect for a physician's judgment—almost too much in my mind. They'll tend to defer their own opinions and values and let physicians make decisions that sometimes aren't totally reflective of their best interests, needs, and values," Keenan says.

Depression-era patients also tend to be more concerned about financial stability than are baby boomers. On the other hand, younger people are more likely to be enamored with self-care and to take responsibility for health and lifestyle decisions. But while they accept risk for themselves, they are less willing to do so for their parents. "Studies have shown that adult children tend to choose for parents what they would choose for themselves, or they try to obtain what they perceive to be the safest environment for their parent, and this may not be what the parent wants," Rosalie Kane says.

All these generational and individual differences need to be considered when helping a person or family make decisions, Keenan says, "leading to some very dynamic discussions."

Retirement: First Stage

"IT CAN BE a misguided adventure to pick up everything and move away from all the familiar support systems," Keenan says. He points out that the cost of living, especially for health care, can be very high in the popular retirement states. Conversely, it can be a difficult adjustment to return to one's roots—whether it be Minnesota or any different climate or living situation—if required to do so by advanced age or disability. However well-informed, the decision to relocate must remain a personal one. "The person or couple has to balance the personal value of ten years of playing golf everyday against the shock of relocating late in life," Keenan says.

When pursuing retirement dreams, it can help if the older person or couple shares with family members the reasons for their decision. That way, the whole family can discuss their values and expectations, and this can diffuse feelings of anxiety or guilt. The older person has to consider "how risk-aversive you are financially and in terms of your living situation," Robert Kane says. If a person is comfortable risking long-term security in order to achieve retirement goals, that's fine, he says. "No one can plan for everything or be completely secure, and I don't think families should criticize themselves if an older person or couple has decided to do what is important to them."

Retirement: Stage Two

PREFERABLY before a crisis occurs, individuals should consider what kind of long-term care they want and can afford, when independent living is no longer desired, safe, or possible. Asks Robert Kane: Do you want to remain at home as long as possible even if the risks are greater than they would be in another type of residence? Are you willing to accept going on Medicaid if your assets are exhausted and you continue to require long-term care? Or, do you want to buy the best possible long-term care insurance you can afford so that your assets are preserved for your heirs?

If family members are part of this acute decision-making process, it helps if a third party—a physician, nurse, social worker, or member of the clergy—is present to mediate the discussion. The purpose of this process is not to make everybody happy, Rosalie Kane says, it is to help each person express preferences and offer assistance, while honoring the values and wishes of the older person as much as is medically and financially possible.

Options

MANY PEOPLE, including health professionals, assume that a nursing home is the only place that can provide safe, long-term care. There may be suitable alternatives in the family or community. "I think we need to ask more often, 'Does this care really need to occur in a nursing home?'" says Rosalie Kane. "The challenge of good long-term care is to offer services in a way that doesn't dominate a person's whole life." The options include family care-giving, volunteer or fee-for-service help with household chores and meals, home care medical assistance,

or life-care communities, which offer a continuum of living arrangements suited to various levels of competence.

Medicare, Medicaid, and Money

FINANCIAL PLANNING for potential health care needs can even perplex the experts. The most common public misconception, says Robert Kane, is that long-term care provided in a person's home or in a nursing home is covered by Medicare or by privately sold Medicare supplement plans. "The government is not going to be able to cover all health care costs of the elderly," says Kennedy. "One out of three people over the age of 85 lives in a nursing facility, at a national average of $22,000 per year, for an average of three years. I suggest that to obtain a good level of care people should budget about $35,000 (in today's dollars) for three years, and very few people have planned for that." Kennedy stresses that individuals must learn about long-term care insurance, and companies should consider it as a component of employee benefits.

Financial Planning

MARLENE STUM, assistant professor in the department of family social science, works with Minnesota Extension Service agents to help families and communities plan for long-term care needs. "We try to help people talk about the issue, by giving general examples of what problems can come up and what the possible solutions might be. The agents then encourage individuals and often their families to assess their own situation and apply a problem-solving approach to doing whatever financial and health care planning they want to do," she says.

Long-term care options are not always an easy topic to discuss, says Stum. Elderly people may not be used to sharing information about their financial status with their adult children, or they may be uncomfortable talking about the possibility of dependence as they get older. Sometimes siblings disagree about how to care for parents or are reluctant to discuss their finances. "Part of the agents' role is to help individuals and families share their frustrations and get their feelings out," Stum explains. "Then they provide worksheets and information people can use to do as much assessment and planning as they are comfortable doing."

Stum says extension agents meet many older people who have tried to plan for themselves by buying extra health insurance policies, often duplicating coverage without gaining the benefits they are seeking. "It's important for people to understand their own needs versus what they are being sold," she says. This may require meeting with a professional who is not selling any particular policy, and will evaluate the person's needs to find out if it is feasible or cost-effective to purchase long-term care insurance or a Medicare supplement policy.

Long-term Care Insurance

THERE ARE as many opinions about long-term care insurance as there are policies. Nearly everyone agrees, however, that the best time to buy long-term care insurance is during middle age, or earlier, when the buyer can most afford it. "If you're likely to need it within the next five years, you're probably going to pay more for the insurance than you would for the long-term care," Robert Kane says.

Minnesota regulates long-term care insurance policies and requires certain minimum benefits, but that doesn't mean there won't be undesirable exclusions in a specific policy, Stum warns. Robert Kane adds that purchasers should make sure the policy guarantees payment for specific services, rather than just providing current dollar amounts that may become insufficient with inflation. (A booklet discussing long-term care insurance and a list of currently approved policies can be obtained from the Minnesota Department of Commerce, 500 Metro Square Building, St. Paul, MN 55101.)

The Living Will

SHOULD YOU prepare a "living will" that expresses your wishes for medical care in a life-threatening event? Now legal in many states, including Minnesota, living wills are best discussed in a noncrisis situation with the guidance of a health professional, social worker, or member of the clergy.

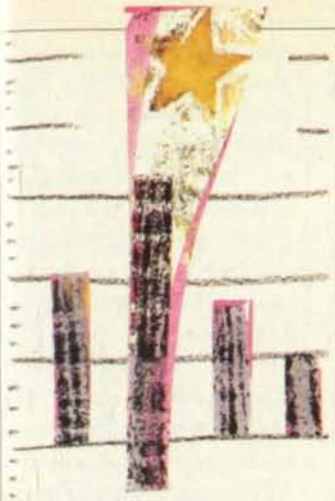
"The living will is an advanced directive, not a ticket for euthanasia," Robert Kane says. To be effective, it must be very specific in identifying types of medical interventions—CPR or intravenous feeding, for example—the person does or does not want in response to medical events. A health professional can explain what is involved in each medical scenario so that the person making the living will is clear about the consequences.

The living will should be reviewed and updated often, especially soon after the onset and during the progression of a chronic disease or acute illness. "Many people think they wouldn't want to go on living if they developed dementia or a life-threatening illness, but then if something does happen, they quickly change their minds," Robert Kane says.

Alzheimer's Disease

DANIEL DETZNER is currently involved in a study of family caregiving in cases of Alzheimer's disease, as part of a larger research project funded by the National Institute of Aging and headed by Pauline Boss, a professor of family social science. Alzheimer's, a progressive form of dementia, is the fourth leading cause of death in older adults. The project will document how 40 families cope with Alzheimer's disease for five years. "One of my hypotheses is that the best and the worst existing qualities in families come out when a stress like Alzheimer's is applied," says Detzner. There is no right or wrong way to cope; each family adapts the best it can.

"Two keys that seem to enable families to provide care longer in the disease process seem to be how well the members understand and accept the diagnosis, and how satisfied the primary care-giver is with that role," Detzner says. Key factors in the caregiver's satisfaction is how much support is provided by other family members and how well community support services are used. "Most family caregivers don't want to ask for formal support," he says. "They want family support, and they will drive themselves into the ground before they'll ask for a stranger's help." However, this is beginning to change as care-giver support groups, adult day care, and home care becomes more widely available. ◀



COLLEGES AND SCHOOLS DIGEST

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

BY TERESA SCALZO

▶ MBAs ON THE MOVE

CARLSON SCHOOL OF MANAGEMENT • Having the "right stuff" took on new meaning in the eighties. More than possessing moxie, it meant having the right car, the right wristwatch, the right sneakers. So it's not surprising that graduating from the right business school has become more important than ever. The recently published *Business Week's Guide to the Best Business Schools* (McGraw-Hill, $12.95) ranks the top twenty business schools for status-conscious MBAs. Northwestern University's Kellogg School is number one. But the guide also includes an unranked list of twenty runners-up that includes the Carlson School of Management.

The school, described in the guide as a "rising star" and a "school on the move," is lauded for using the $40 million raised during a three-year capital campaign to attract top professors from schools such as Northwestern, Carnegie-Mellon University, and the University of Washington; to fund academic research and student scholarships; and to strengthen its placement operations by including more out-of-state recruiters.

The school was also credited with strong public-private partnerships. Acting dean Tim Nantell says almost "every CEO in town" is or has been an active member of the school's board of overseers. And such Twin Cities corporations as Andersen Consulting, General Mills, 3M, and Norwest Banks recruit numerous graduates from the school.

Business Week made its selections for the guide based on surveys of recruiters as well as interviews with business school deans and others the guide describes as "in the know."

▶ A CALL TO ACTION

HUMPHREY INSTITUTE • The Humphrey Forum, a multimedia exhibit dedicated to the life of Hubert H. Humphrey in the University's Hubert H. Humphrey Institute of Public Affairs, is more than a walk through memory lane. Rather, it is a catalyst for the discussion of and ultimate action on issues important to the Minnesota senator: dignity, freedom, justice, and personal expression.

The forum fulfills a mandate by the Minnesota legislature, which allocated $1.5 million to make the life of Humphrey "an instrument of public education" and "a lesson in American history."

"It's an active learning laboratory of contemporary issues using a man, his spirit, and his energy for a call to action," says project director Claudia Jurmain. "Those concerns still exist. They don't go away. And that's the moral of the story."

The exhibit uses four interactive video/audio displays to initiate discussion. Visitors view an animated parable and then may choose to hear Humphrey's thoughts on the issue, watch another parable, or view a "community bulletin board" listing local organizations working on the issue in question, be it housing, health care, the environment, or one of thirteen other topics.

"We decided to let the visitor become part of the learning experience as opposed to walking in and seeing many, many artifacts," says Jurmain.

Nostalgia buffs won't be disappointed, however. Housed in display cases are hats worn by Humphrey, cowboy boots emblazoned with his initials, magazine covers, photographs, and other documents.

The forum is open Mondays from 9:00 a.m. to 9:00 p.m., Tuesdays through Fridays from 9:00 a.m. to 5:00 p.m., and Saturdays from 10:00 a.m. to 4:30 p.m. Admission is free.

ILLUSTRATED BY JULIE DELTON

▶ SHALL WE DANCE?

LIBERAL ARTS • Paul Taylor's modern dance *Esplanade*, arguably his most famous work, will be performed this month by the University Repertory Dance Company (URepCo).

The University's dance program purchased the rights to perform *Esplanade* from the Paul Taylor Dance Company in the summer of 1989, and commissioned Susan McQuire, a principal dancer with the company since 1977, to teach it to University students last fall.

The efforts were financed through the Sage Cowles Land Grant Chair, established in 1986 with a $500,000 gift from local philanthropists Sage and John Cowles. Sage Cowles, a dancer and choreographer, established the chair to bring internationally known dancers and cutting-edge choreographers to the University.

Paul Taylor principal dancer Susan McQuire worked with University dance students

The dance faculty decided to endow visiting professorships for as short as one week or as long as one year, thus allowing more artists to teach a greater variety of dance. Initially, the program attracted artists by placing ads in the *New York Times*. But applications now pour in from dancers and choreographers who have heard about the Cowles chair and want to participate.

"We try to balance people who come here with what's happening in the community," says Barbara Barker, dance program coordinator. "For instance, we knew that the Paul Taylor Company was coming this year. So, we called the company and asked if they had a teacher who would be willing to spend part of the year here."

Barker then decided that since a Taylor dancer was coming, the University should commission a Taylor piece. "It was just one of those wild ideas," says Barker, "but then I called and asked how much it cost and it was within our budget."

In the two years since the chair was established, the University has hosted ten artists, including Erin Thompson, a native Minnesotan who began her career under Loyce Houlton at the Minnesota Dance Theatre, and went on to study with Twyla Tharp and Nina Wiener. Thompson has choreographed for URepCo a piece titled *Drugari*, which premiered at the Rarig Center on March 8.

URepCo will perform *Esplanade*, *Drugari*, and new works by Carolyn Brown, Douglas Dunn, and the company's artistic director David Voss March 8 through 11 at the Whiting Proscenium Theatre in Rarig Center. Call 612-624-4050 for more information.

▶ A CHILDREN'S CENTER

SCHOOL OF PUBLIC HEALTH • "We know that there are dramatic changes that occur in the lives of children with disabilities and their families as the child's condition changes and as the child gets older," says Robert Blum, associate professor of pediatrics and director of the University's center for the study of social and psychological development in children with chronic illness. "Our goal is to identify those factors that can give children with disabilities and their families the best chance for happy and successful lives."

Researchers will study health care needs associated with diabetes, cystic fibrosis, spina bifida, and mental retardation in children from three age groups: infancy to two years, five to seven years, and ten to twelve years. The center's core project will follow children and their families for five years, with researchers studying psychological and social characteristics related to the child, the family, and the environment, including schools and health care facilities.

Related projects will include studying the effectiveness of involving children in decisions regarding their care and treatment and the effect of cultural differences on the care of chronically ill children. The Parent Advocacy Coalition for Educational Rights Center in Minneapolis, an advocacy, resource, and referral center for parents, will assist the University in addressing the special needs of African-American, Hispanic, Southeast Asian, and Native American families in dealing with a chronically ill child.

Center researchers come from several University disciplines, including the School of Public Health and the College of Education. To lend a broader base of expertise to its studies, the University has established satellite centers at the University of California-San Francisco Center for Health Policy and the University of Washington Health Science Center. The Minnesota center is funded by a $4 million grant from the U.S. Department of Education's National Institute on Disability and Rehabilitation Research.

▶A WOMAN'S PLACE

GENERAL COLLEGE • In 1975 Carol Jones was a new mother with a problem. The vinyl covering on her infant's car seat was hot during the summer, and cold and cracked in winter. Jones designed an animal-shaped fabric cover that fit around the seat, keeping her child comfortable year round.

Ten years later, Jones had enrolled at the University, earned a design degree, and began manufacturing her invention, now patented under the name "MinneHaHas."

Today, MinneHaHas is one of 80 inventions by women included in "A Woman's Place Is in the Patent Office," an exhibition at the U.S. Patent Office in Washington, D.C. It runs through Memorial Day as part of the patent office's bicentennial celebration.

General College professor Fred Amram, who curated "Her Works Praise Her," a similar exhibition last year at the University's Goldstein Gallery, also organized the patent office show. Sandra Brick Pangborn, an undergraduate in the College of Home Economics, designed the exhibit, which includes more than 40 products and drawings of another 40. The oldest invention featured is a drawing of Sybilla Masters's machine to clean and cure corn, patented in 1715. Newer inventions include an herbicide invented by Florence Gleason of the Gray Freshwater Institute, a microwaveable frozen food container by Lynn Deffenbaugh of General Mills, and a dog collar by Ruth Foster of the University's Center to Study Animal and Human Relationships.

Most inventions by women center around the home, because, according to Amram, "people invent where they're at." But women have also invented medicines, semiconductors, and farm machinery. Harriet Strong was responsible for water-storage technology used in the Colorado River Project. When the development of carbon typewriter ribbons necessitated a new type of eraser, Betty Graham, a secretary, patented Liquid Paper in 1951.

Women currently hold fewer than 3 percent of all U.S. patents. "Women, because they have been largely excluded from the world of invention, have had little influence on technology," says Amram.

Why must we encourage their participation in technology? Because by their exclusion, says Amram "we have, throughout western history, lost almost half of humanity's potential inventors."

▶BLOCKBUSTER

WHO: Les Block, associate professor, School of Public Health.
WHAT: When Les Block isn't working to preserve the health of America, he's working to preserve its music, specifically, that of such American composers as Irving Berlin, Cole Porter, and George Gershwin.
WHEN: Once or twice a year, Block produces a show paying tribute to composers of the thirties and forties, reminding people that this music still lives.
WHY: "To me, it's like saving Mozart," says Block. Beyond that, he hopes to introduce these American composers to young people on a diet of rock 'n' roll. "What's interesting to young people is when they actually read a good lyric for the first time and see the poetry in its construction and rhyming," says Block.

HOW: Each show is a multimedia event featuring local musicians, singers, and dancers. A script, written by University English professor Phil Furia, ties the music to the composer's life and events of the time.
FIRST TWIN CITIES SHOW: A centennial tribute to Jerome Kern in 1985 at the Twin Cities Federal atrium.
MOST RECENT SHOW: In September 1989, Block produced *I Get a Kick Out of Cole*, a tribute to Cole Porter at the Jewish Community Center. It incorporated Porter's music, film clips, and rare television footage, including an appearance by Porter on a "Ford Star Theatre" production.
PAST SHOWS: *Women Lyricists and Composers* (1986), *Tribute to George and Ira Gershwin* (1987), and *100th Anniversary Tribute to Irving Berlin* (1988). The Berlin show, a benefit for the Association for Retarded Citizens, at Orchestra Hall, starred such Twin Cities artists as Moore By Four and Butch Thompson.
FUTURE SHOWS: "Sometime later this year I'll probably do a Rogers and Hart show," says Block. "Before Rogers and Hammerstein, it was Rogers and Hart. Hart was a marvelous lyricist, very clever. Probably one of the best. He died young, and Rogers had to find himself another partner."

▶DO YOU COMPUTE?

TWIN CITIES CAMPUS • Remember the days when your student ID card was used for identification? Today the University has issued new bar-coded identification cards to students, staff, and faculty that in the future may be used to check out sports equipment at Cooke Hall, pay for meals in residence halls, and keep track of tuition payments and financial aid credits.

The card is the first step toward implementing a single data base accessible to all University departments. Though it will be several years before the entire campus is linked to one computer, the cards are already being used at University libraries.

PHOTOGRAPHED BY RICH RYAN

GOPHER ALUMNI 1990

Tours

When you sign up for a Minnesota Alumni tour, you're assured of the finest possible travel experience. ◆ MAA tours provide unique educational and cultural itineraries, outstanding value, and treasured memories. ◆ Need more information about these or other MAA tours? Return the coupon below, or call Jane Hladky at 612-626-0397.

RUSSIA: PATHWAYS OF PETER THE GREAT

June 12-25
Be among the first Westerners to cruise the Neva River to Lake Ladoga, the Svir River, and beautiful Lake Onega. Combine this 7-day cruise with Moscow and Leningrad, and you're never far from the historical presence of Peter the Great.

Approximate price: $3,345.

MIDNIGHT SUN EXPRESS and ALASKA PASSAGE

June 30-July 12
Vast and remote, Alaska is more like a foreign country that our 49th state. Dome cars on the *Midnight Sun Express* bring you past virgin forests, snowcapped mountains, and wild game. The *Pacific Princess* takes you past fjords and glaciers as you cruise the Inside Passage to Vancouver. The rush is on. This trip sells quickly.

Approximate price: $2,749.

DANUBE CRUISE

October
Cruise the entire Blue Danube ending with three nights in Istanbul, "Gateway to the Ancient World." This leisurely tour takes you through eight countries on one historic river. Begin in beautiful Vienna and follow the 1800-mile course through Germany, Austria, Czechoslovakia, Hungary, Yugoslavia, Bulgaria, Romania, and Russia.

Approximate price: $3,495.

EGYPT: LAND OF THE PHARAOHS

October 2-13
Discover the treasures of Alexandria, Abu Simbel, Memphis, and Thebes, see the Great

Pyramids and Sphinx at Giza, and explore the more recent wonders of Cairo and Aswan. Five-day cruise down the Nile – from Aswan to Luxor – and a rare look at this land of antiquities.

Approximate price: $3,495.

◆ Costs are approximate from Minneapolis.

MAIL TO: MAA, 100 Morrill Hall, 100 Church St. S.E., Minneapolis, MN 55455

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INFORMATION REQUEST FORM

NOVEMBER 17 about 550 alumni and students attended the School of Dentistry Alumni Society annual meeting, which was cochaired by William L. Powell and Richard Ford. It was the first time in the history of the society's annual meetings that dental hygiene alumni and third- and fourth-year dentistry and dental hygiene students were invited to attend. Healthco International donated $1,500 to pay for the students' lunch, and the School of Dentistry closed dental clinics for the afternoon to allow 200 students to attend.

Two awards were given during the day, one to a student, one to an alumnus. The Mellor R. Holland Award was presented to fourth-year dentistry student Robert L. Kaufman. His father, Karl L. Kaufman, '61, who practices dentistry in Cloquet, Minnesota, was on hand for the presentation. The 1989 Ambert B. Hall Award was presented to Edgar Ziegler, '54. The award, created in 1969, recognizes alumni of the School of Dentistry who have "demonstrated their excellence in the technical disciplines of dentistry" and who have contributed to their communities.

Ziegler has a general dental practice in Chaska, Minnesota. He became a clinical assistant professor at the University in 1967, a clinical associate professor in 1971, and was a clinical professor from 1981 to 1987. He has served with many dentistry organizations, received numerous awards, and was mayor of Chaska from 1968 to 1974.

Guilan Norouzi, '79, was honored during the luncheon for her donation of $250,000 to help endow a chair to be named after Robert Gorlin, a University Regents' Professor in Oral Science. Norouzi, who practices in St. Ann, Missouri, says Gorlin was instrumental in her career.

Guilan Norouzi was honored during the School of Dentistry Alumni Society Annual Meeting luncheon for her $250,000 donation to help endow a chair to be named after Robert Gorlin, a University Regents' Professor in Oral Science.

BAND ALERT

The Minnesota Symphonic Wind Ensemble is heading for Oslo, Stockholm, Helsinki, and Leningrad June 13 through 28, and alumni are invited to go along.

The ensemble, under the direction of Frank Bencriscutto, was invited to perform in Leningrad after the assistant director of the Leningrad Conservatory heard it rehearse in October. The tour has been planned to coincide with the midsummer festivals in the cities visited.

Members of the Band Alumni Society are planning to accompany the tour, and there are still places available for other interested alumni. The travel agency booking the tour will donate part of its profits to the ensemble. In addition, proceeds from the sale of a $10 souvenir cassette tape, "Ambassadors of World Harmony," will be used to help defray tour costs. The tape features selections from the Wind Ensemble's previous tours—to the Soviet Union in 1969 and China in 1980—and numbers that will be performed on the 1990 tour. For information about the tour or tape, call the University Band Office at 612-624-2008.

In addition, scholarships are being established to help students pay their tour costs. Donations to the scholarship fund may be sent to the University Foundation, c/o University of Minnesota Bands, 100 Ferguson Hall, 2106 South Fourth St., Minneapolis, MN 55455.

FORD EXEC HAS A BETTER IDEA

The annual meeting of the Institute of Technology Alumni Society on November 2 drew about 700 alumni, students, and Twin Cities' businesspeople to International Market Square, where they heard Allan D. Gilmour issue a call for continued efforts to improve American business.

"There is no room for complacency or inaction," said Gilmour, executive vice president of the Ford Motor Company. "We're enjoying a level of success, but we can't afford to sit back and take a breather." Quality, he said, translates into customer satisfaction, and being a customer-driven company is the key to success.

Also speaking at the annual meeting were E. F. Infante, dean of the Institute of Technology, and Steven Gold-

stein, Minnesota Alumni Association (MAA) national president. Russ Susag, Institute of Technology Alumni Society president for 1988-89, turned over his gavel to Tom Rusch, who will assume those duties for 1989-90.

The annual meeting, the society's primary fund-raiser, raises between $5,000 and $10,000, which is earmarked for student scholarships and activities. This year, five students were awarded scholarships. They were: Michael Collins, Nathan Belk, Kristine Gordon, Brian Olson, and Mary Arsenault. Plans are now underway for the society's annual Dean's Reception and Student Recognition Program, which is scheduled for May 22.

MENTORS MEET

The School of Journalism and Mass Communication Alumni Society began its annual mentor program January 13 at Murphy Hall, with about 150 students and mentors attending. Mentors representing such areas as art direction, copy editing, reporting, magazine writing, broadcasting, and photojournalism were matched with students with the same interests. The mentors will be available to answer students' questions, and students will have an opportunity to visit their mentors on the job. A closing reception for the mentors and the students is scheduled for April at Eastcliff. The program, now in its seventh year, is offered during winter quarter each year.

PHOTOGRAPHY AND FISH

The Biological Sciences Alumni Society held its annual Itasca Weekend at the University of Minnesota Forestry and Biological Station in Itasca State Park in northern Minnesota in September. The three-day event included adult, family, and children's programs that touched on topics such as deer management, nature photography, fish-scale printing, and studying animal behavior through radio transmitter tracking. Paul T. Magee, dean of the College of Biological Sciences, and Sally Jorgensen, associate dean, hosted a reception for society members and their families. Plans are now underway for this year's event, which is scheduled for September 1990.

BORMAN NAMED COMMISSIONER

Tom Borman, '78, has been named Minnesota commerce commissioner. A Minneapolis lawyer and MAA national board member, Borman was appointed to the position in mid-January by Gov. Rudy Perpich. Borman will oversee the regulation of state banks and trust and savings institutions. His primary responsibility, he says, will be to protect consumers.

M CLUB RAISES BIG MONEY

The University of Minnesota Lettermen M Club raffle raised more than $90,000 for athletic scholarships and training equipment, such as computers, video cameras and monitors, and weight-training apparatus.

"We greatly appreciate the loyal support we have received from the M Club," said Gopher basketball coach

Clem Haskins. "Their annual raffle has helped us return Golden Gopher basketball to prominence by enabling us to improve our academic support and game preparation through computer and video equipment purchases." Sponsor of the 1989 raffle was the Twin Cities Dodge Dealers Association, which donated a 1990 Dodge Caravan as a raffle prize.

EMERITI REUNION

The all-University Emeriti Reunion will be held during homecoming week next fall, rather than in the spring, in order to offer alumni a greater diversity of activities in which to participate. Homecoming is scheduled for the week of October 8, with the football game set for Saturday, October 13.

ALUMNI DIRECTORY PLANNED

Work is underway on a new alumni directory to be published in October. Alumni are now being contacted by mail for data to be included in the directory. By January, as a result of receiving the mailing, 3,200 new alumni had joined the MAA. The directory, first published in 1986, will list alumni alphabetically, by year of graduation, and by geographic location. It will be available in both hardcover and paperback. For more information, call Susan Casey at 612-624-2323.

CALLING FOR NOMINATIONS

Beginning June 1, the Minnesota Alumni Association Awards and Recognition Committee will accept nominations for the 1989-90 volunteer of the year, outstanding friend, outstanding alumni chapter, outstanding alumni society, and programs extraordinaire. Deadline for nominations is June 15. For information and nomination forms, contact Cheryl Jones at 612-624-2019.

STUDENT LEADERSHIP AWARDS

Eight students received Minnesota Alumni Association Student Leadership Awards at a reception October 17. They were: Jarrod Englebretson, Mark Groves, Christine Hickok, Steven Joul, Andrew Lainsbury, Timothy Richmond, Gerardo Sanchez, and Sonya Stoklosa. The awards, which are funded by various alumni chapters, reward dedicated involvement in student activities at the University. All eight award-winners had also received the President's Student Leadership and Service Recognition Awards.

WALKER SPEAKS

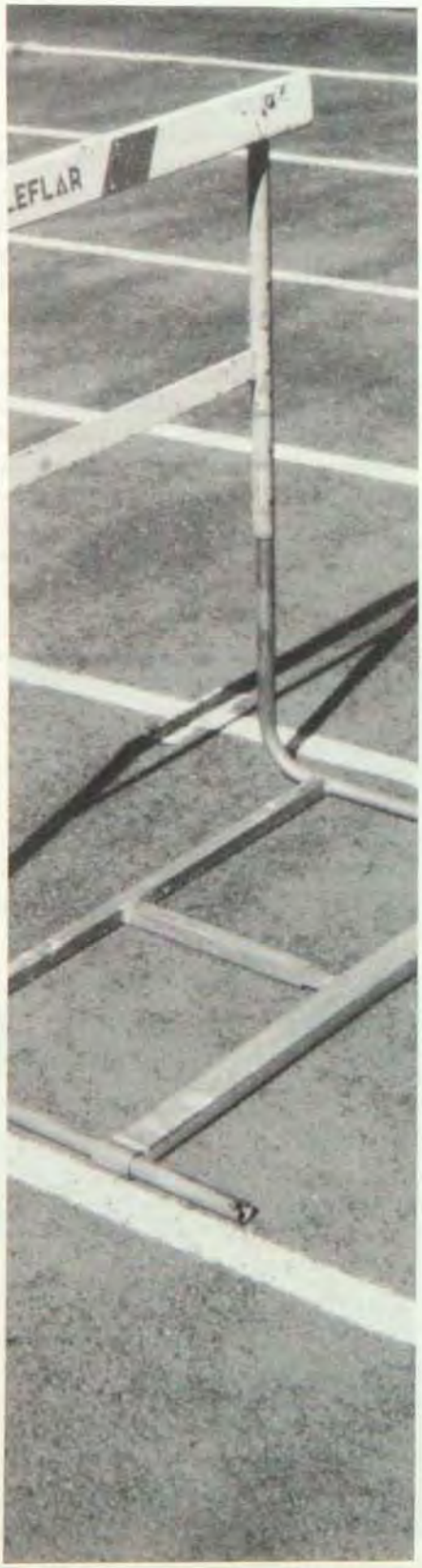
Barbara Walker, public relations director of the University of Minnesota Raptor Center, was the guest speaker at the Martin County Chapter annual meeting November 14 in Fairmont, Minnesota. About 40 alumni and 10 prospective students attended.

MARLING IN BOSTON

The Boston Alumni Chapter meeting was held November 18 at the historic Wayside Inn in Sudbury, Massachusetts. Karal Ann Marling, professor of art history and American studies at the University of Minnesota, spoke to the group of 35.

IN BRIEF

EDITED BY MAUREEN SMITH



UNIVERSITY President **Nils Hasselmo** unveiled a major initiative in undergraduate education at the January Board of Regents meeting. Improving the undergraduate experience is his number one priority, Hasselmo said, noting that although undergraduate education has always been important to the University, it has been hurt in recent years by overcrowded classes and overextended resources. Greater commitment to undergraduate teaching is needed, Hasselmo said, and that means faculty must be given more incentives for participating in undergraduate education and more credit for good teaching.

Art collector **Frederick R. Weisman**, a Minneapolis native now based in Los Angeles, gave the University $3 million for an **art museum** to be built on a site west of Coffman Union, overlooking the Mississippi River. With $1 million previously raised and matching funds from the University Foundation, plans can proceed for an $8 million structure, to be designed by California architect **Frank Gehry**.

Pros and cons of a proposed **new sports arena** were debated by the Board of Regents in January. The $48 million arena/convention center would be built on the site now occupied by the curve of Memorial Stadium. Regents expressed enthusiasm for the proposal when they heard it in December, but by January several of them had second thoughts about the financial risks. Men's athletic director **Rick Bay** strongly urged the regents to approve the arena, but **Regent Alan Page** said he feared the need to pay for the arena would put more pressure on the basketball and hockey teams to win.

President Hasselmo led a discussion on **intercollegiate athletics** at the February Board of Regents meeting. At the January meeting, the regents unanimously passed a motion calling for a study to ensure that the University has "the appropriate kind of intercollegiate athletic programs." The motion, introduced by **Regent Wendell Anderson**, was in response to Regent Alan Page's letter asking the board to take a leadership role in developing policies that "give meaning, not lip service, to the terms student athlete and academic integrity."

Donna Peterson became director of state relations, and the University's chief lobbyist, on January 16. Peterson resigned from the Minnesota Senate, where she had represented District 61. **Tom Nelson** left the lobbying post to become Minnesota commissioner of education, succeeding Ruth Randall.

David Thawley was named dean of the College of Veterinary Medicine. He has been acting dean since August 1988.

The Board of Regents approved new policies on **transitional leaves** and **severance pay**. The policies, drawn up by the administration, incorporated changes recommended by a citizens task force. Former University librarian **Eldred Smith** reported for work January 16 to accept new assignments. He said he wanted to resolve any outstanding issues with the University. Before his return, the University had begun to suspend his pay and terminate his tenure.

The University of Minnesota Foundation announced a **$1 million gift** from **Donald** and **Louise Gabbert** to provide a permanent endowment supporting the Regents' Professorship Program. The Gabbert gift, matched two for one by the Permanent University Fund, together with previously designated contributions, will create a $4 million endowment fund.

Preliminary **budget guidelines** for 1990-91 have been sent to college deans. President Hasselmo said reallocation will be needed within units in order to meet the expected salary distribution. The University is assuming the money appropriated by the 1989 legislature will be available, he said, but the governor's office is discussing a possible shortfall that could reach $200 million.

PHOTOGRAPHED BY RICH RYAN

CLASS NOTES

EDITED BY TERESA SCALZO

CARLSON SCHOOL OF MANAGEMENT

'45 Paul R. Inman of San Diego has been named an honorary member of the American Institute of Certified Public Accountants. Before his retirement, Inman was treasurer for 28 years of Gunthorp-Warren Printing Company in Chicago.

'82 Ross Levin of Minneapolis has been re-elected to the board of directors of the International Association for Financial Planning. Levin is president of Accredited Investors.

SCHOOL OF DENTISTRY

'87 Lewis Pierce of St. Paul is in Hangzhou, China, with Project HOPE, an independent, international health education foundation. Pierce, who is a faculty member of the University's dental school, previously spent a year in Lisbon, Portugal, with Project HOPE.

INSTITUTE OF TECHNOLOGY

'55 Robert Darr of Bloomington, Minnesota, has been selected by the U.S. Peace Corps for an education position in the Solomon Islands. Darr, who is a former Bloomington City Council member (1973-81), was previously manager of corporate plant engineering services for Control Data.

'59 Wayne H. Traffas of Wyomissing, Pennsylvania, has been appointed vice president of operations of Wagner Group.

'72 Daniel Avchen of Minneapolis has been appointed director of design for the interior architecture department of Hammel Green and Abrahamson (HGA). Avchen, a vice president at HGA, has worked at the company for sixteen years.

'89 Paul A. Elletson of Clifton Park, New York, has joined the General Electric Research and Development Center as a computer scientist.

LAW SCHOOL

'38 William Powell of Minneapolis has been inducted into the Carleton College Alumni "C" Club Hall of Fame. Powell, who served as legal counsel for the Pillsbury Company for more than twenty years, was honored for his contributions while on the men's basketball team at Carleton.

'76 James T. Swenson of Edina, Minnesota, has received the University of Minnesota's Alumni Service Award in recognition of service to the University. Swenson is a lawyer with the Minneapolis law firm of Mackall, Crounse, and Moore.

'79 Catherine A. Ludden of New York has joined the law firm of Morgan, Lewis & Bockius as a partner in the litigation department. Ludden was formerly a partner in the New York firm of Gaston & Snow.

COLLEGE OF LIBERAL ARTS

'54 Harvey Mackay of Excelsior, Minnesota, has written his second book, *Beware the Naked Man Who Offers You His Shirt* (Willim Morrow & Company, 1990). Mackay's first book, *Swim With the Sharks Without Being Eaten Alive*, has sold more than 500,000 hardcover copies and 1.5 million paperback copies.

'67 Sharon J. Rogers of Washington, D.C., has been named assistant vice president for academic affairs and university librarian at the George Washington University. Rogers is also an adjunct associate professor of sociology.

'68 Patricia Martin of Northfield, Minnesota, has been promoted from associate director to director of corporate and foundation relations for Carleton College.

'72 Patricia Foulke of Lake George, New York, has recently returned from an extended stay in England. Foulke, a travel writer, was gathering information for a European travel guide to be published in 1991.

'80 Bruce Hannum of Minneapolis has been promoted to associate creative director from copywriter at Campbell-Mithun-Esty.

'86 Margaret O'Neill-Ligon of Minneapolis has been named education director at the Walker Art Center. O'Neill-Ligon was previously assistant director for adult education at the Walker.

COLLEGE OF PHARMACY

'80 Mark D. Millikan of Chicago has been named managing editor of Medi-Span's knowledge base systems group. Millikan was previously clinical pharmacy supervisor and clinical pharmacist at the University of Illinois Hospital.

'83 Steven Wick of St. Paul has developed and patented the Minitran nitroglycerin transdermal patch. Wick, who is a senior pharmacist with 3M Company's Riker Laboratories, received a 3M Corporate Circle of Technical Excellence Award in honor of this accomplishment.

SCHOOL OF PUBLIC HEALTH

'63 John G. King of Glen Ellyn, Illinois, has been elected to the American Hospital Association Board of Trustees. King is president and chief executive officer of Evangelical Health Systems.

'76 Michael C. Carroll of Clearwater, Florida, has been named a fellow of the American College of Healthcare Executives. Carroll is vice president of TriBrook Group in Tampa.

'81 Daniel Karunakaran of Sun Prairie, Wisconsin, has been promoted to general technical services manager at Louis Rich Company in Madison. Karunakaran was previously turkey production manager at Rich.

UNIVERSITY COLLEGE

'73 Michael P. Schmidt of Monticello, Minnesota, has been promoted to director of park operations for the Minneapolis Park and Recreation Board. Schmidt served previously as operations planner.

COLLEGE OF VETERINARY MEDICINE

'68 Bonnie V. Gustafson Beaver of College Station, Texas, has been elected president of the Palomino Horse Breeders of America. Beaver has been a professor of veterinary medicine at Texas A&M University since 1969.

DEATHS

Norris Darrell, '23, New York City, New York, August 12, 1989. Darrell, a lawyer and tax expert, was a partner of Sullivan & Cromwell for 42 years and president of the American Law Institute for 15 years before retiring in 1976.

Vivian Harriman, '53, Altoona, Wisconsin, February 22, 1989. Harriman's career in nursing spanned 30 years and included positions as staff nurse at the University of Minnesota Hospitals, and public health nursing consultant for the Minnesota Department of Public Health, the National League for Nursing in New York City, and the Wisconsin Division of Health. Harriman also served as president of the Minnesota Public Health Association.

Elisabeth J. Hatt, '87, Minneapolis, Minnesota, July 16, 1989. Hatt was employed by the Lawyer's Joint Law Library in the IDS Center in Minneapolis.

Merton P. Stoltz, '34, Providence, Rhode Island, August 7, 1989. Stoltz was an economics professor and former provost of Brown University. Stoltz joined the Brown faculty in 1940, headed the the economics department from 1956 to 1964, and was associate dean of the graduate school from 1960 to 1964. He served as dean of the university from 1964 to 1966, and became provost in 1966.

CALENDAR

MARCH

1ST-22ND

A Stronger Soul Within a Finer Frame: Portraying African-Americans in the Black Renaissance. University Art Museum. The exhibition will feature rare books, manuscripts, magazines, graphic arts, posters, playbills, and photographs drawn primarily from the recently acquired Archie Givens, Sr., Collection of Afro-American Literature and Life, University Art Museum, Northrop, Minneapolis campus.

22ND

Annual Institute of Technology Department Heads Update and Reception, 6:00 p.m., Earle Brown Center, St. Paul campus.

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

APRIL

3RD

Rustavi Company of Soviet Georgia, 8:00 p.m., Northrop Auditorium, Minneapolis campus.

School of Journalism and Mass Communication Alumni Society Mentor Program, closing reception, 5:30 to 7:30 p.m., Eastcliff, St. Paul.

5TH

30th Annual Business Day, "Strategy: Competing in a World of Regulations," 11:30 a.m. to 8:00 p.m., Radisson University Hotel, Minneapolis. For more information, call Jeanne Katz, 612-625-1556.

6TH

Public Health Alumni Society Awards Luncheon, West River Conference Center, Minneapolis.

7TH

Nursing Alumni Society 1990 Annual Meeting, "Networking: Career Tool of the '90s," 8:00 a.m., Radisson University Hotel, Minneapolis.

Suncoast Alumni Chapter Spring Meeting. For more information, call Bev Driscoll, 612-624-2323.

8TH-31ST

Elegance and Tradition: Korean Furniture for the Edward R. Wright, Jr., Collection, an exhibition featuring Korean furniture and folk arts, University Art Museum, Northrop, Minneapolis campus.

11TH

Education Alumni Society Meeting, 5:30 p.m., Campus Club, Coffman Memorial Union, Minneapolis campus.

Lesley Stahl, CBS White House correspondent, will be the featured speaker at the Minnesota Alumni Association's 1990 annual meeting Tuesday, May 8, at the Bierman Field Athletic Building. For information call Susan Casey at 612-624-2323.

16TH

Public Health Alumni Society Board Meeting, 4:30 p.m., Room A-301, Mayo Building, Minneapolis campus.

Wadena Alumni Chapter Annual Meeting, featuring Gene Allen, vice president of the Institute of Agriculture, Forestry, and Home Economics. For information, call Bev Driscoll, 612-624-2323.

19TH

Minnesota Alumni Association Executive Committee Meeting, 7:30 p.m., Alumni Club, IDS Center, Minneapolis.

20TH

Dentistry Alumni Society Board Meeting and **Minnesota Dental Association Convention**, 7:00 a.m., St. Paul Convention Center, St. Paul.

21ST

Education Alumni Society Kerlan Symposium and Annual Meeting; symposium, from 8:30 a.m. to noon, Coffman Theater; annual meeting and luncheon, noon, Campus Club, East Wing, Coffman Memorial Union, Minneapolis campus.

21ST-28TH

Earth Week 1990 Biological Sciences Alumni Society Events, including the annual meeting. For more information, call 612-624-2019.

22ND

College of Home Economics Open House, McNeal Hall, St. Paul campus, time to be announced.

23RD

Biological Sciences Alumni Society's 1990 Annual Meeting. For more information, call Cheryl Jones, 612-624-2323.

26TH

School of Social Work Reception and Dinner; 5:30 p.m. reception, 7:00 p.m. dinner, Campus Club; Coffman Memorial Union, Minneapolis campus.

26TH-29TH

College of Liberal Arts Alumni Society Conference: 18th Century Studies. For more information, call 612-625-0727.

27TH

Pharmacy Alumni Society Banquet and Annual Meeting, featuring reunions for the 1940 and 1965 classes in conjunction with the Minnesota State Pharmaceutical Association Annual Meeting and Convention, 6:00 p.m., Radisson St. Paul Hotel, St. Paul.

28TH

University Women Alumni Society Seminar, "The Dual-Role Woman—Agenda for the '90s," 8:30 a.m. to 2:00 p.m., Earle Brown Center, St. Paul campus.

Could a Hitler Happen Again?

William Brustein studies why millions joined the Nazi party

BY TERESA SCALZO

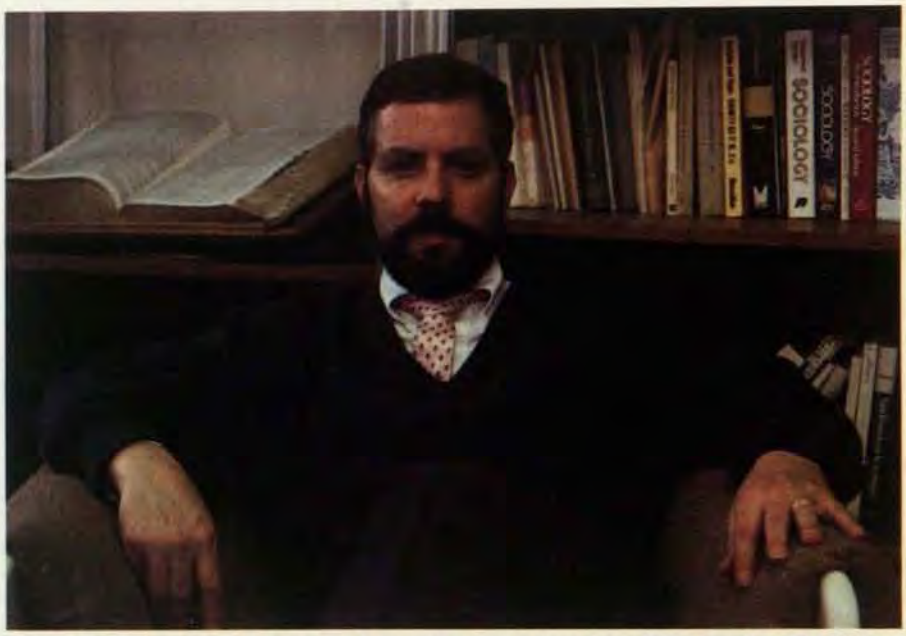
WILLIAM BRUSTEIN FIRST read about the Holocaust in an encyclopedia when he was a child growing up in Fairfield, Connecticut. "Being Jewish, I couldn't understand how this could happen," says Brustein, a University sociology professor since 1988. "And I wanted to understand this period. How could this have happened in countries with people considered to be so civilized and cultured?"

The spark of interest remained for many years, through Brustein's experiences in the antiwar movement as an undergraduate at the University of Connecticut and during his involvement in France's worker/student uprising of 1967-68, when he was enrolled in a study abroad program. "At that time, I was more interested in trying to be a part of and understand the political left," he explains. "And then just recently, I've started going back to think about the project that I've always wanted to do: study the rationality of fascism."

Brustein realizes that many people will find his idea of rational fascists a contradiction in terms, yet he believes that people joined the fascist movement based on careful calculations of cost and benefits—they weren't "wackos or irrational."

To prove his theory, Brustein, under the auspices of a Fulbright scholarship, spent several months in the spring and summer of 1989 researching the Italian and German fascist movements. Fluent in both Italian and German, he was able to go straight to the original sources.

Rome's central library was his first stop. There he read Mussolini's editorials written between 1919 and 1921 for his newspaper, *Il Poplo d'Italia* (People of Italy). This was the only way Brustein could identify fascist party candidates because the information was not included in general voting data. He then checked election returns for each province in Italy to determine where the fascist candidates were most popular.



Those who will not study history are doomed to repeat it, says sociology professor William Brustein, who is researching the Italian and German fascist movements.

Brustein, with round tortoise shell spectacles and closely cropped hair and beard, looks every bit the college professor. Enunciating carefully, he talks about the man who pushed fascism in Italy to the fore. "Amazing individual, Mussolini," says Brustein. "He went from being one of the most Leninist leftists in Italy in 1914 to forming this Italian fascist party all the way to the right."

In late April 1989, Brustein moved his research to the Berlin Document Center, where he began to investigate the German fascist movement. Located in the wealthy residential area of Zelendorf, the document center was once the monitoring post for the Nazi secret service. Housed there, and now under U.S. government control, are approximately 11 million original Nazi membership cards.

This does not mean, however, that there were 11 million party members. Rather, it is the total of two files that were combined after the war, resulting in some duplication. Based on his preliminary research, Brustein estimates that from 1925, when the party was reconstituted, to 1945, when Nazi Germany was defeated, there were between 7 and 8 million party members.

In mid-June, eight University of Minnesota research assistants, four graduate students, and four undergraduates joined Brustein to collect data from the Nazi membership cards.

PHOTOGRAPHED BY RICH RYAN

Although members' names remain confidential, researchers gathered other information, such as the age of party members, whether they lived in rural communities or large cities, whether they were men or women, and what they did for a living.

Because the cards are handwritten in old-style German, translating the information was tedious and frustrating work. In three months, the team collected data from 30,401 cards before returning to the University, where two research assistants are now preparing the data for statistical analyses.

Brustein is most interested in people who joined the Nazi party between 1925 and 1933. During this period, the party was outlawed in many areas and the costs of membership were highest. "If you were identified as a Nazi member, you could have your store boycotted, you could be beaten up, lose your job, or be arrested," says Brustein. "What factors influenced people's decisions?"

Brustein says his research has led him to wonder whether such an extremist movement as fascism could succeed again. "If people think fascism succeeded because it came at midnight and snuck in the back door and people who supported it were being totally irrational, then it could definitely happen again, because that's not the case," says Brustein. "When we talk about fascism as it existed in Italy and Germany—and people may not like this—it was a very popular movement.

"You can't forget that in the July 1932 legislative elections in Germany, the Nazi party pulled over 37 percent of the popular vote. And there were approximately ten or eleven other parties. And from 1933 to '38, when Hitler achieved so much—got the economy out of the depression, got back a lot of the territories lost in Versailles—it made people proud again to be German. I think if there had been a free election in Germany in 1938, [Hitler] would have gotten 80, 90 percent of the popular vote."

Brustein hopes to go to Germany next year to combine his research with that of Jurgen W. Falter, who is working on a similar project at the Free University in Berlin. Together, they will have culled data from more than 43,000 membership cards, the most information ever collected on Nazi party members.

Brustein knows that some people would prefer to forget this chapter in German history, yet he finds truth in the adage that those who will not study history are doomed to repeat it.

When he first arrived in Berlin, he took a bus tour of the city with a German-speaking guide. As Brustein listened to the guide speak of the Third Reich as an aberration, a dictatorship, a moment in German history that could never happen again, he realized the importance of his research. "That's not the way it was," Brustein says, "and that proved to me that this kind of work needs to be done. Because that's the greatest fear, that people will just walk away and say, 'Well, it can't happen again. Nothing like this can happen again because it only happened when people went nuts.' I'm trying to say, 'These things happen when people are sane.'" ◀

Major League Catch

Catcher Dan Wilson is a 3.0 engineering student whose goal is the College World Series

BY VICKI STAVIG

HEAD BASEBALL COACH John Anderson sings his praise of Gopher catcher Dan Wilson with all the gusto of a Pavarotti. "I could coach the rest of my life and never have another young man with the combination of qualities that Dan has—academically, athletically, personally, and socially," says Anderson. "He's a very talented young man, and he's going to be very successful at whatever he does."

The admiration runs both ways. Wilson says the decision to attend the University of Minnesota three years ago was one of the best he's ever made. "I wanted to go to a school where there was a quality baseball program and where I could get a good engineering degree," he says. "Minnesota has both. You can't find a better coaching staff anywhere in the country, and the engineering department is top-notch. I came to the University of Minnesota to get the best of both worlds, and I got it."

Last year Dan Wilson was a finalist for the Golden Spikes Award given annually by the United States Baseball Federation to the nation's top amateur baseball player.

Wilson began playing baseball in a Knothole League when he was just five. He went on to play Little League ball and, with some coaching from his father, displayed a remarkable talent for the game. While attending high school in Barrington, Illinois, Wilson lettered in three sports, playing quarterback for the football team, goalie for the hockey team, and alternating between pitcher and catcher for the baseball team. "But," he says, "I knew all along I wanted to play baseball."

When Wilson joined the Gopher baseball team three years ago as a freshman, he again played two positions: pitcher and catcher. This year, however, he will concentrate his efforts on catching. "When you catch, you get to hit," he says. "The second reason is that pitchers only get to pitch every four or five days. I want to compete every day." Wilson believes one of the most important attributes for a catcher is "a good arm to throw runners out." Wilson's record in that area speaks for itself. He was named to the all-Big Ten Second Team for 1989 after throwing out 50 percent of would-be base stealers.

During his junior year in high school, Wilson hit .470 and led his team to a state title, earning the distinction of being named player of the year in both Chicago and Illinois. In 1987 he played in the U.S. Olympic Festival and with the USA Junior National Team, which took the silver medal at the World Championship in Windsor, Ontario. He was a member of the 1989 USA National Team and led the team with 33 runs batted in during 39 games. He was third in hitting in the Intercontinental Cup tournament, hitting .278 with a team high of nine runs batted in.

"I've been asked to go to tryouts again for the USA team this year," Wilson says, "but it depends on the draft situation. I'm eligible for the baseball draft in June and, if that pans out for me, I would play pro ball. We'll see what happens."

"Dan has the potential to be a very high draft next summer," says Anderson. "He has the potential to be an outstanding major league player. And, if he makes it in professional baseball in the major leagues, I think he'll own the town he lives in. He's always willing to give something back. He gets out and talks to young people in the Just Say No Program and has done an outstanding job."

PHOTOGRAPHED BY RICH RYAN

Last year, Wilson was a finalist for the Golden Spikes Award, an honor given annually by the United States Baseball Federation to the nation's top amateur baseball player. This year his goal is to hit between .340 and .350 and help the Gopher baseball team get to the College World Series in Omaha, Nebraska. "In my freshman year," he says, "we won the Big Ten and went to a regional in Fresno. We lost the the first game to Fresno in an extra-inning game. It was heartbreaking. If we had won that game, we might have been on our way to the College World Series. I want to help our team get there this year. I will do whatever it takes. This year, we're on a mission."

Last year, Wilson batted .287, down from .347 in 1988. "I had a down year in hitting," he says. "I had some mechanical problems. But I ended up being very timid, too. I lost some confidence in my hitting ability. This year I have a better attitude. They say baseball is 50 percent mental attitude; it's at least that. Technique doesn't change that much over the years, but I think the mental approach changes daily. And it's a mental game."

Anderson is a bit concerned about fans' expectations of Wilson. "My job is to make sure the pressure of other people's expectations doesn't ruin his season," he explains. "When you get a lot of attention, everyone watches you and expects you to get a hit every time you go to the plate. That doesn't happen in baseball. If you hit three out of ten, you're a pretty good player. I want Dan to have fun this year with the team. That's my goal for him."

When it comes to academics, Wilson and Anderson have a common goal. "I have a philosophy," says Anderson: "I don't like to just use people to help us win some baseball games and then send them on their way and not really care what happens to them. I want them to pursue their degrees." Wilson, who received a full athletic scholarship and maintains a 3.0 average, says he is determined to get a mechanical engineering degree. If he is drafted this year, he says he would return to the classroom during the first off-season. "The longer I'd wait, the harder it would be," he says.

Anderson and Wilson also agree that much of the credit for Wilson's success is the result of a loving and supportive family. "The qualities that Dan has start in the home," says Anderson. "His family has great values, and I think that's helped him during his career at Minnesota."

Wilson's father, in fact, was his first coach, teaching him the finer points of pitching and catching. "There was some pressure," says Wilson, "but I think that's a big reason I'm here today. Dad also coached my two older brothers, and we always played baseball together." Wilson's brothers, however, turned to hockey. "Toby played at Bethel College in St. Paul [Minnesota]," says Wilson, "and Matt played at West Point."

Wilson has no doubt that the University of Minnesota is the right place for him. "My experience at the University has been great, and I really enjoy it here. I recommend the University and its baseball program to anyone thinking about it. It's a great program, a great school, and a great tradition." ◀

Time for Undergraduate Education

AT THE JANUARY MEETING of the Board of Regents, I introduced "Initiative for Excellence in Undergraduate Education." I'll grant you that's not the catchiest title in American higher education, but I'll promise that it's a top priority for the University of Minnesota in the 1990s.

Despite more than ten years of academic planning documents and a wide array of other communication attempts, improving undergraduate education remains the least widely understood aspect of the University's plans and actions.

That may well be because it's one of the most complex aspects of institutional change in any college or university. It may be because of popular cynicism that undergraduate education in virtually any large research university is destined to play second fiddle to research activities and graduate and professional education. And it may be because we have not directed enough communication attention—on campus and off—to the specific questions of undergraduate education.

For extremely important reasons, our discussions of undergraduate education almost invariably take pains to talk about undergraduate education in our unique context:

- as a nationally and internationally respected land-grant university where undergraduate education interacts with graduate and professional education, with basic and applied research, and with extension services and continuing education;
- as one of the largest and most comprehensive research universities, public or private;
- as Minnesota's flagship institution, cooperating with three other public systems and a variety of private institutions;
- as a five-campus system, with two-year colleges at Crookston and Waseca, a four-year liberal arts college at Morris, a comprehensive campus at Duluth, and one of the largest campuses in the country, located in the middle of the Minneapolis-St. Paul metropolitan area; and
- as a university with extension offices in every county, a wide variety of research installations around the state, and research projects and cooperative ties with universities and organizations all over the world.

Nils Hasselmo is president of the University of Minnesota.

It is this very complicated mix of missions, characteristics, and programs that sets University undergraduate education apart—it is what ought to make it special.

Our mission statement and most of our key planning documents have tried to describe this whole mix of interrelated activities. That is appropriate. However, to better define and communicate our undergraduate education programs and plans, we need a clear statement—organized specifically around undergraduate education—that explains where we are, where we are going, what differences it's going to make, and how we'll know that we are making those differences.

Our students and their families, our alumni, the public, state government, and Minnesota's educational systems must be able to understand our undergraduate programs and our commitment to make them better. Internally, throughout our University community, there must also be a clear understanding that this university has both the ability and the commitment to achieve and maintain a higher standard of excellence in undergraduate education.

To some alumni—fewer than I would wish—the results we are seeking are not all that different from the undergraduate experience they had. Those who attended the University from the 1930s through the 1950s, perhaps into the early 1960s, experienced a rapidly growing University, but the problems of overcrowding and overextention were less pervasive. Undergraduate teaching faced less competition from other aspects of our mission, classes were smaller, "working your way through college" seemed less disruptive, and students were not faced with quite so many bewildering choices and demands upon their attention. I'm not sure I can prove all this, and I recognize a certain "good old days" quality to these remarks, but I think undergraduate education has suffered some important losses in the last 25 years. They needn't be permanent.

Already there are indicators of progress in undergraduate education that will probably surprise you. Last fall, for instance, 80 percent of the course sections taught on all five campuses had fewer than 30 students. How many sections had more than 1,000 students? None. The largest section taught fall quarter had 602 students. Only four

By Nils Hasselmo

others exceeded 400; only nine had between 300 and 399 students.

How much time did the average student spend registering last fall? Seven minutes—start to finish! Not hours; minutes. There's a University of Minnesota "tradition" gladly put to rest.

Paying proper attention to the central role of undergraduate education can restore excellence that was diminished. Looking ahead to the enormous opportunities we have before us now can make our particular kind of undergraduate education even better than in "the good old days."

"Last fall, 80 percent of the course sections taught on all five campuses had fewer than 30 students. How many had more than 1,000 students? None."

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Today we have stronger research and public service programs. Tied properly to undergraduate education, these programs offer genuine advantages that undergraduates simply cannot get elsewhere. Today we have far stronger challenges to address competition, diversity, and internationalization, and we recognize those challenges. We're taking well-planned, deliberate steps to meet them, especially as they relate to undergraduate classrooms and curriculum.

"Initiative for Excellence in Undergraduate Education" does not propose either dramatically new or radical ways to meet these challenges. It is not a turn in direction, but it certainly does require turning our attention to the undergraduate experience, and that is what we are doing.

Almost a year ago, I promised that "accountability is rule number one in my administration." I regard the delivery of genuine improvements in undergraduate education to be as vital as any other accomplishments we can seek in the 1990s. I am accountable—and I will hold the University community accountable—for delivering those improvements. ◀

Elizabeth in Pursuit of Excellence

THOSE OF US WHO walked across any of the University of Minnesota's five campuses in the seventies were part of one of the largest undergraduate student bodies in the country. But in the past decade, the winds of change have been blowing. Today, in order to ease crowded conditions and to provide a better quality of education, enrollment is being cut. By 1993, enrollment for all five campuses is targeted to decline 15.2 percent to 31,600 full-year equivalent undergraduates, from an all-time high of 37,267 in 1984.

With enrollment targets comes the fear that access to a University of Minnesota education will be limited. If this means that students will need to be prepared for admission into a more rigorous academic environment, then, yes, there will be limitations. But for those who are seeking the type of education that the University can best provide, the system should work even better than in the past. Classes will be smaller, advisers will provide better service to students, teaching assistants will be better prepared, more class sections will be available when students need them, library facilities and study space will be improved.

Some innovative initiatives to expand access to the University for the state's teenagers are also part of the improved system. To help high school students get a head start in college, the Post-Secondary Enrollment Options Program allows juniors and seniors in Minnesota public schools to register for postsecondary coursework, with tuition and books paid for by the State Department of Education. Since its inception in the summer of 1985, more than 4,664 students from 80 of the state's 435 school districts have attended classes at the University.

My family and I have first-hand experience with this innovative program. Elizabeth, my youngest daughter, has exceptional artistic skills, which were served by selected courses offered by Edina High School. In the spring of her sophomore year, we were notified that three of the design courses in her junior and senior program were to be eliminated.

Margaret Sughrue Carlson is executive director of the alumni association.

I remembered reading about the state's postsecondary enrollment program, so Elizabeth talked to her high school counselor, Bob Seha, about it. He explained that she could get simultaneous college and high school credit under the program, but cautioned that collegiate-level coursework and the college environment would be rigorous. He encouraged her to think carefully about whether this option was right for her.

Elizabeth and I met with Sue Galler, an adviser in the University's Advanced High School Student Services Office, who explained that the program regularly accepts students at or near the top 20 percent of their class, as well as some students with special qualifications. While Elizabeth was not in the top quarter of her class, she had demonstrated talent for the courses that she wished to take. She was able to participate in the program by selecting evening classes from Continuing Education and Extension, rather than regular day classes.

During the fall, Elizabeth went to high school each day from 7:30 to 11:30 a.m., and then she left for the day. Her University class, Intro to Design, met on Tuesday from 6:10 to 8:50 p.m. on the St. Paul campus.

Since parents are welcome to attend occasional classes with their teenagers, I accompanied Elizabeth to the first session. There was a practical reason as well—to show her where to park on campus. The auditorium classroom quickly filled with approximately 120 students ranging in age from 17 to 70 years. The instructor, Janice Anderson, told them she would show them more than 800 slides during her illustrated lectures. The lights dimmed, and the students stepped into a new understanding of color, texture, line, and form.

Although I did not return to another class, Elizabeth gave me a running description after each session. During the ten-week period, she was exposed to new subject material, but also to new attitudes and experiences. She was fascinated that students challenged the instructor. She was surprised that some students left early, without any explanations or reprimands. She was amazed how different the tests were: "In high school, the answers usually come from the book or the teacher's lectures, but these tests required you to interpret and analyze, not just parrot back answers." Most of all, she was astonished at how this class opened her eyes to a new way to think about design.

By Margaret Sughrue Carlson

When it was time for Elizabeth to select her class for the winter quarter, we talked seriously about how well the program fit into her life. While she loved the intellectual acceleration of the college course, she felt that she was missing out on much of high school life. She no longer took part in lunch breaks, after-school pep fests, and just hanging out with her friends. It was also more difficult for her to hold a part-time job since most of the night courses at the University meet twice a week. It was a tough decision, but Elizabeth chose to defer taking another college course until the second semester of her senior year.

Before Elizabeth became involved in the postsecondary option program, she had perceived the University to be "too big and too close to home." Her exposure caused her to change her mind about both observations. Sue Galler says that Elizabeth is typical of the students who participate in this alternative program. According to a recent survey of past participants, 80 percent are now enrolled in college, 45 percent at one of three University of Minnesota campuses.

In the brochure describing the innovative program, there is a quote by George Bernard Shaw, "What we want to see is the child in pursuit of knowledge, and not knowledge in pursuit of the child." In a sentence, Shaw has described Access to Excellence at the University and the postsecondary enrollment option program. Accolades to the State Department of Education for endorsing the concept, to Continuing Education and Extension for administering the program, and to kind and thoughtful advisers like Sue Galler who helped Elizabeth step into a new world of learning.

"Those who wish to come to the University are doing more than merely signing up. They are... making a conscious choice to be a part of the 'U'."

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For those of us who share the curious pride of having been part of one of the nation's largest student bodies, the decision to come to the University was an easy one, sometimes made with little thought. Once we got here, we learned how to survive, then found or created opportunities for ourselves, because that was the key to success. Today, under the improved undergraduate enrollment plan, the key to a better education is not simply access to excellence, but a display of initiative by students and future students. Those who wish to come to the University of Minnesota are doing more than merely signing up. They are meeting more rigorous preparation standards and are making a conscious choice to be part of the "U." Tomorrow's students are going to have more to remember than how to survive and find a parking space.

And that will be better for the students, the University, and the state. ◀

If Not Now, When?

EVER NOTICE HOW A GOOD idea, much as a pebble in your shoe, just keeps sitting there, poking and jabbing, until finally it receives the full attention it deserves?

The notion of building a University of Minnesota alumni center is a lot like that. A good idea that's been gently, but persistently, prodding the University's consciousness for almost 30 years.

As far back as 1965, the Minnesota Alumni Association (MAA) commissioned architectural drawings and feasibility studies for such a center, and plans have alternately surfaced, then submerged, about as often as a submarine on maneuvers. Yet somehow the notion of an alumni center never has achieved priority status at the University of Minnesota. Why?

Perhaps it's been timing. With all the pressing classroom and physical plant commitments of a university, it could be that an alumni center was a concept whose time had not yet come. Or maybe lack of space was the sticking point, a scarcity of land on which to erect such a facility. Or perhaps the idea floundered for lack of commitment—that critical mass of vision and dollars that must coalesce to push any major building proposal from architect's drawing table to reality.

If I had a guess, I'd say all those circumstances played a role in delaying thorough consideration of an alumni center. That's why an ad hoc committee of the MAA board is working today to give a good idea one more shot at fruition.

Chairing the committee is Larry Laukka, president of Laukka Development, one of the Twin Cities' leading commercial real estate development firms, and a man accustomed to converting good ideas into bricks and mortar. Over the past several months, Larry's committee has been assessing the need for an alumni center, analyzing funding and site options and identifying prospective tenants. Most recently the committee met with the architects who are planning a proposed new basketball and hockey facility, to decide how the two projects might coexist on what appears to be the ideal site for both, the corner of Washington Avenue and Oak Street, a geographic gateway to the Minneapolis campus.

Steven Goldstein is vice president and general manager of WCCO Radio.

Based on the committee's work to date, I feel confident that this time—perhaps once and for all—the idea of a University alumni center finally will receive due consideration.

For starters, the project seems realistic. Virtually every Big Ten school but Minnesota has a thriving alumni center, which most alumni administrators say invariably acts as a lightning rod for increased alumni involvement and support.

Besides that, it's pragmatic. From the beginning, the MAA has advocated that its alumni building serve as a true "University center." Already the committee has identified several potential tenants, including the *Minnesota Daily*, the University of Minnesota Foundation, the Minnesota Medical Foundation, and the Board of Regents. Construction of a building to house the University's uniquely complementary outreach organizations would help relieve overcrowding in Murphy Hall, Morrill Hall, the Health Sciences complex, and elsewhere.

Finally, a University center may never make better sense from a strategic standpoint. University President Nils Hasselmo has stressed that a major component — perhaps the key ingredient—of the Access to Excellence initiative is the creation of a greater sense of community among the University's diverse constituencies: students, faculty, supporters, alumni. A University center would establish a distinctive "front door" for what is, by all accounts, a somewhat sprawling and often intimidating campus complex. Such a University center would act as a focal point where prospective students, the public, benefactors, and alumni could congregate, interact, and share information and resources.

Whether it's to purchase tickets, take a campus tour, attend a regents' meeting or participate in an MAA event, I think most people would agree that an identifiable front door is something the campus sorely needs. A building that, by its very design and location, says: "Welcome to the University of Minnesota. Enter here. Experience. Enjoy."

Of course, far more important than my views are yours, so drop me a line and let me know what you think. I'll be sure to pass your comments along to the ad hoc committee.

How about it? Do we need a University center? If not, why not?

And if not now, when?

By Steven Goldstein

▶ LETTERS ◀

THE AGONY IN CHINA'S HEART

CONGRATULATIONS on your very fine articles in the November/December 1989 issue of *Minnesota*, "China 1989: The University of Minnesota Connection."

It was a particularly interesting account to me because in 1986-87 I was teaching in China, and just yesterday I received a letter from one of my students who was one of those who demonstrated in Beijing. Our university is in Shaanxi province, about 24 hours from Beijing by train. I am quoting several parts of this letter to add another "touch" to your fine story. I have omitted names and places for obvious reasons.

"From April to June, Chinese students demonstrated peacefully demanding for democracy, freedom, and human authority. Our institute also took part in this movement. My classmates and I demonstrated in __ and __. On May 16, we went to Beijing to assist Beijing's demonstration. We persuaded PLA fighters not to fire at college students and other people. Mr. __ and other people went to ban the troops' advance. __ and I narrowly escaped from Beijing to __. On July 13, Mr. __ was caught by policemen and thrown in prison. Maybe he will be sentenced. They also punished me by depriving me of qualification to take part in the postgraduate examination. Maybe I will be assigned to a region far away from __, my hometown, after I graduate. I am depressed now. I have to do nothing but study hard to eliminate my agony in my heart. I think I might lose confidence in our government."

Sometimes when we want to feel sorry for ourselves, all we need to do is to think about the people who have it much worse than we can ever imagine. Thank you again for your heart-warming stories about China and especially the people's demonstration for democracy.

LOUIS A. MOEGENBURG
University of Wisconsin, Stout
Menomonie, Wisconsin

NOTES FROM MALAYSIA

TODAY IS a special day here in Malaysia. The November/December issue of *Minnesota* made it through the diplomatic pouch to our house. We thank you so much for the article on Dee Peterson ["Dee's Our Goodwill Ambassador"]. During our time in Washington, D.C., (1986-88) we marveled at her leadership and enjoyed the Minnesota gatherings. She did an admirable job with a diverse group [from] Washington, D.C., Virginia, and Maryland. I am so glad her work on behalf of the alumni association has been recognized.

We have Minnesota night occasionally at someone's home here in Kuala Lumpur. We all sing Garrison Keillor's song "I Live in Minnesota" and smile. We miss our home state but are grateful for journals like *Minnesota* that keep us up to date.

ANITA NELSON
CLAUDE NELSON
Kuala Lumpur, Malaysia

BRYAN NOT BRYANT

LAST EVENING I sat down to read Elmer Andersen's article on Republicanism in Minnesota [*Minnesota*, January/February 1990, "Is the Party Over?"]. On the subject of one-issue campaigns, he mentions face silver. The promoter of face coinage of silver was William Jennings Bryan, not Bryant.

I cannot believe Mr. Anderson made that mistake, so I am putting it down to a typographical error.

William Jennings Bryan, the silver-tongued orator always known by his full name, captured an unusual place in history—for a man who lost the election.

MARY A. ZEUG
Walnut Grove, Minnesota

YO, MISTAKE!

AS AN ALUMNUS and member of the media, I resent your comments [*Minnesota*, January/February 1990, In Focus] that somehow the media shares blame for recent bad press and that University reputations ride up and down the media yo-yo. So often the messenger is blamed for bad news.

Instead, I feel the University has been smart to embrace the media with openness and honesty.

JAMES EDLUND
General Manager
Red Wing Republican Eagle
Red Wing, Minnesota

CHEERS FOR MARGARET

I READ with great interest [Margaret Carlson's] opinion on intercollegiate athletics (*Minnesota*, January/February 1990, "An Open Letter to Men's Athletics"). The piece was both timely and informative, and it showed a great sensitivity on a tough topic. Again, Margaret Carlson is representing the MAA in an exemplary manner.

BRIAN BERGSON
Student Body President
University of Minnesota

Letters may be edited for style, length, and clarity. Send your letters to the editor, Minnesota, *100 Morrill Hall, 100 Church Street SE, Minneapolis, MN 55455*

ILLUSTRATION BY LINDA FRICKEL

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The University™ Clock

"Old times, they are not forgotten. . ."

With each passing hour, the old times together become more cherished. . . and what better way to symbolize those days than the University of Minnesota Clock.

Not only a beautiful tribute, but a useful one, too. For what home or office doesn't need another clock? One designed for wall mount or display on shelf or mantel. *Especially* one that reflects your good taste and your pride in the University of Minnesota.

Now, at last, the American craftsmen of Royal Windyne Limited, experienced makers of fine furnishings for museums, historic properties, private clubs and leading homes, have designed and built such a clock for the University of Minnesota.

A Source Of Pride

The University of Minnesota Clock is a personal source of pride, as it represents your insistence on quality and your personal ties to the University.

Only the finest American components are used, because this special clock is designed to last and to be enjoyed by future generations of your family. In a world of mass production, you will own a legacy of quality.

The traditional walnut frame around the face, with hand-painted gold border, the classic gold and black reverse-glass painting and the solid brass pineapple finials, the symbol of hospitality, make this reminiscent of the handbuilt clocks in the homes, estates and offices of our ancestors.

A handsome way to show your pride in Minnesota—and what room doesn't need another clock? Ideal for use on wall, mantel or shelf. Case: 20"x 10"x 4".

Centuries-Old Technique

Its classic, traditional design enhances any decor, and complements your good taste. . .

- The seal of the University is reverse painted in gold on the double-thickness glass, a centuries-old technique. With a rich black background, the glass is edged with a classic, painted, gold-bead border.
- The size (20"x 10"x 4") is considered to be ideal for home or office. It is easily wall mounted, or its flat base allows great latitude of free-standing use, including on a mantel, table or shelf.
- With its American-made quartz movement, (battery included) this clock is guaranteed accurate. It requires no winding, there are no cords to hide and it is silent and maintenance-free.
- The face molding of select walnut and the case of kiln-dried poplar, stained to match,

are selected for grain pattern and color, and furniture-finished by hand to complement the finest room furnishings.

Personalized Engraving

An engraved plaque on a family or office clock has always been special; your "personal touch" adds even more classic character to this clock. So, upon your request, we will engrave a solid brass plaque with your name, and other information you wish, such as degree/year, fraternity/sorority, etc.

An engraved brass plaque, optional, adds your "personal touch."

How to Order; Satisfaction Guaranteed

These days most clocks are either inexpensive imports or, when you find a good clock, more expensive than you're looking for. This one is tasteful, and, as you are able to acquire this clock directly from the maker, it represents an especially good value. To receive your clock, simple use the order form below, or with your credit card, call **TOLL FREE (800) 336-4678** for prompt, personal service. Satisfaction is guaranteed or you may return it for a refund anytime within one month.

If you are a graduate of the University, or have a family member who is, this is a proud and useful legacy of those fond memories of the good old days at the University of Minnesota.

This is the original University Clock. Beware of imitations; accept no substitute. Working from our Federal Period mansion in Richmond, Virginia (a Registered National Landmark, built in 1817), we proudly handcraft furnishings for some of the finest homes, museums, colleges, universities and even the palace of a Royal Family (hence the name, "Royal"). Insist on the Royal Windyne Limited name, because at a certain level of refinement, compromise is unacceptable.

Satisfaction Guaranteed or Return in 30 Days for Full Refund

To: Royal Windyne Limited
1142 West Grace Street, Dept. K1
Richmond, Virginia 23220
Telephone orders: (804) 358-1899
TOLL FREE ORDERS: (800) 336-4678

☐ Yes, I wish to reserve the University of Minnesota Clock(s), crafted of solid walnut, poplar, brass and reverse-painted glass bearing the seal of the University. Satisfaction guaranteed.

☐ I enclose **$129** plus $3 shipping, as payment in full.

☐ Also, please include the optional, personalized brass plaque. My written inscription request is enclosed on a separate sheet (two possible lines: 30 characters and spaces each). I have added $20 for this.

_____Check or money order enclosed for $_____

_____Charge to: VISA_____ MasterCard_____ Am. Express_____

Account No._____ Ex:_____

Signature_____

Name_____

Address:_____

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For Virginia deliveries, please add 5.81% sales tax or 6.71%, if personalized.

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