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UNIVERSITY OF MINNESOTA TWIN CITIES

Laboratory of Physiological Hygiene School of Public Health Stadium Gate 27 611 Beacon Street S.E. Minneapolis, Minnesota 55455

November 24, 1982

CONFIDENTIAL

Dean Edith Leyasmeyer School of Public Health 1360 Mayo Campus

Dear Edith:

Thanks for your call. I subsequently checked with Jack Mandel and we agreed that the best policy would be to encourage Len to be present at the next meeting so that he can properly represent Jack's advising function. Len's proposed letter to Ibele was awful. All they want is facts, not emotions.

The "commitments" that I've had from Lee, and I would hope that you would feel free to honor, are of a general and specific nature. A general commitment would be that there would be no selective retrenchment against the existing level of support for Epidemiology or Physiological Hygiene prior to or at the time of the merge. If there would be a general School retrenchment again, I would hope this would give us the opportunity, which I believe we missed last year, to concentrate on strengths of the School. But, whatever, my commitment to head the combined division was based on no cutback in support at the level of the tenured associate professor position, unfilled, as well as Len Schuman's salary to be distributed based on decisions within the division.

The <u>specific</u> issue, one I guess that Lee has spoken to you of, concerns appropriate housing for Professor Schuman after retirement. I think it important he be provided space and that space somehow come from the division. But the point at issue is that I believe the division can best (or only) function with his housing centrally in the Mayo complex.

The issue of the Mayo Professorship I assume will be taken up soon on Lee's recommendations to you. It is my understanding that he wished to activate that position promptly, at least by the first of the year, so that Len might be so honored in the last six months of his service.

Jack Mandel will, I'm sure, keep you informed on his plans for the scientific session to honor Len at the time of the summer session next year, in which it is hoped that the Dean's Office will play a role.

Confidential to Dean Leyasmeyer November 24, 1982 Page Two

I should be relatively easy to contact through my secretary, and I believe things are in reasonably good control in the Laboratory.

Best wishes for the holidays!

Sincerely,

Henry Blackburn, M.D.

Professor and Director

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UNIVERSITY OF MINNESOTA TWIN CITIES

Laboratory of Physiological Hygiene School of Public Health Stadium Gate 27 611 Beacon Street S.E. Minneapolis, Minnesota 55455

November 29, 1982

CONFIDENTIAL

TO:

Ronald Prineas

FROM:

Henry Blackburn

SUBJECT: Meeting with Dean Leyasmeyer

I am pleased that you are going to meet Dean Leyasmeyer. I hope, however, it is primarily a social meeting and that you avoid raising issues with her unnecessarily. I have sent you a copy of my confidential memo to her because I had to cancel my appointment with her. Basically, it lays my head on the line if anyone attempts to make any discriminatory cuts against Epidemiology and Physiological Hygiene in the next period. That is the only major issue as far as I am concerned and I'm sure there is no anticipation on her part of doing However, the University will probably start a retrenchment procedure before my return based on the state economic situation. is, of course, not clear how we will survive another retrenchment but our desire is to push for no change. In other words relative reward for excellence and hold the line absolutely at the non-discriminatory Let me suggest as a principle to you, and in particular with Dean Leyasmeyer, that you not raise issues that are not raised. I would like you not to raise the issue of our Laboratory deficit. She will be getting a memo on that from Dean Surbey, which you will see before it is sent.

The other issue I've discussed in another note to you. I want Dean Surbey and you to undertake a thoroughgoing objective look at central administrative costs. I think we've been doing this all along. I think the recent shifts in function of Gail, Kathy and Gretchen are commiserate with those needs. I have the impression, however, that the administrative staff doesn't fully realize what is happening and they may not be happy with it if they do realize it. Nevertheless, I think it is healthy. There is no way, as was pointed out to us some time ago by our departed administrator, that we can afford \$250,000 for central administration. This doesn't mean that everybody isn't doing a

beautiful job and we don't need them in those functions. We're just going to have to be more efficient. We have to work with Dean and help him work with the others so he does not get into an adversarial position. We must support him in his moves for efficiency. constantly reminded by the Dean's office that our secretaries and administrators have the highest appointments in the School and in many other Schools. They do have good appointments, they do have good salaries, and it is just that we've been so aggressive in advancing them. Thus, it has become automatically accepted that we should go on and put people in higher administrative posts. This I fully agree must stop and we must have people perform effectively, efficiently and with satisfaction within their current slots.

/jml

/jml
Enclosure: 49 772mg 40 82 An 22/15 MEYER CF 11/24/52 M/52

(Dictated by, but sent in the absence of, Dr. Henry Blackburn).