

October 5, 1993

Professor Henry Blackburn  
Mayo Professor of Public Health  
Division of Epidemiology  
1300 South 2nd Street, Suite 300  
CAMPUS MAIL

Dear Professor Blackburn:

I have read and reread your letter of August 9, 1993 directed to President Hasselmo and myself; indeed, I have reread it several times in an attempt to form a worthy reply. Each time I became rapidly conscious that my reply was not the equal of the original. Please allow me, although briefly, to attempt to respond to your thoughtful and painful letter.

I want to clearly state that the most important role and extremely high quality of the School of Public health has been, and continues to be recognized by those of us in Central Administration. The President has repeatedly spoken of the extremely high quality of the School; the budgets of the School have also, I believe, reflected this regard. I attach copies of the budget summary of the School (in terms of 0100/0300 funds, in constant dollars) for the School and for the total University System. Please note that -- even in constant dollars, and especially given our essentially flat budget for the University as a whole -- the most important and distinguished role of the School has been recognized at least budgetarily. Excuse me for sending these budgets, but I do not sense that the extent to which dollars have been moved to sustain and strengthen programs such as the one in Public Health seems to be appreciated or known.

This being said, I cannot but agree with almost all of the sentiments you have so eloquently expressed in your letter. These are difficult times, not only at the University of Minnesota, but at all universities. It is clear that the universities able to survive these difficult periods will be those that concentrate on the quality of their activities in instruction, scholarship, and outreach.

There are two items in your letter with which I disagree. The first has to deal with the \$1,500 and \$2,000 for promotional raises. I am certain that you understand these are meant to be raises in excess of any merit increases granted, within the particular unit and college, and above and beyond it. They are floors, certainly not ceilings. Unfortunately, if salaries are frozen, they do become also ceilings. These amounts were set by the University Senate. I brought them up for consideration again, at the last meeting with the deans, for I was well aware of the concerns that you, and others, raise about them. However, with two exceptions, the twenty two deans reconfirmed the present policy.

I fully agree that our salary structure is not what it should be; the salary freezes for two of the last three years have brought all the defects, strains, and stresses of the present system to the fore. The President, together with the Senate Consultative Committee, is in the process of setting up a task force to reexamine the system. Let there be no confusion; at the root of the problem is the fact that our three sources of funds -- state appropriations, tuitions, and external grants -- have not kept up with inflation; and in the case of the state appropriations, they have declined about 10% in the last three years. It is clear that we

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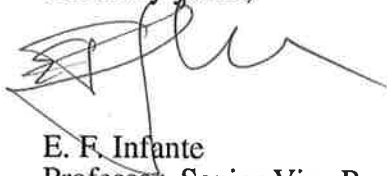
must carefully manage ourselves in these circumstances, by appropriately reducing our total activities in selected areas so as to support our areas of strength -- our "centers of excellence."

The second item on which I wish to make a point is that the President and Central Administration are determined to maintain the strength of the Health Sciences. Yes, there are problems, especially in the Medical School. But, there is also quality and excellence, and we are convinced that the problems can be solved. Above all, we must look forward and build on excellence rather than dwelling on past errors.

I close by stating that your message has been clearly received. I will personally do my best to overcome the "absence of true merit evaluation and reward in this system either as individuals or as institutions of excellence."

Thank you for your thoughtful letter.

Cordially yours,

A handwritten signature in black ink, appearing to read 'E. F. Infante', with a stylized flourish extending to the right.

E. F. Infante  
Professor, Senior Vice President for  
Academic Affairs and Provost

EFI/lmh

Enclosure

cc: Nils Hasselmo, President

Public Affairs	Budget 01xx/03xx in 91-92\$ (000)	FYE Taught	S/F Ratio U/M Count	Fully Allocated Cost per FYE All Sources FY 1992 Dollars			Mean Section Size-Fall Term				Sponsored Program Expenditures per FTE	Class Credits per T&T Faculty	Funding /Student % of 3rd in Big 10 (AAUDE)
				Lower Div	Upper Div	Graduate Weighted	1xxx	3xxx	5xxx	8xxx			
				FYE Taught			1xxx	3xxx	5xxx	8xxx			
1985-86	\$893	120	9.48	\$28,093	\$19,875	\$20,697	n.a.	n.a.	n.a.	n.a.	\$48,249	n.a.	n.a.
1986-87	\$1,024	144	13.60	\$23,626	\$17,518	\$18,154	n.a.	n.a.	25.1	n.a.	\$35,769	n.a.	n.a.
1987-88	\$1,036	143	13.18	\$24,260	\$15,974	\$16,728	n.a.	n.a.	18.1	n.a.	\$57,006	10.0	121%
1988-89	\$1,049	143	13.41	\$19,046	\$20,887	\$20,602	n.a.	n.a.	15.8	n.a.	\$75,111	20.5	
1989-90	\$1,601	160	11.48	\$31,486	\$17,117	\$18,733	n.a.	n.a.	17.3	n.a.	\$42,912	15.5	
1990-91	\$1,589	173	8.86	\$31,906	\$16,866	\$19,187	n.a.	n.a.	16.2	n.a.	\$133,185	19.5	22.3
1991-92	\$1,538	155		\$17,306	\$17,306		n.a.	n.a.	14.1	n.a.	\$216,769	6.3	20.9
1992-93	\$1,691						n.a.	n.a.	17.8	n.a.		10.0	

n.a.= not available or not applicable

Public Health	Budget 01xx/03xx in 91-92\$ (000)	FYE Taught	S/F Ratio U/M Count	Fully Allocated Cost per FYE All Sources FY 1992 Dollars			Mean Section Size-Fall Term				Sponsored Program Expenditures per FTE	Class Credits per T&T Faculty	Funding /Student % of 3rd in Big 10 (AAUDE)
				Lower Div	Upper Div	Graduate Weighted	1xxx	3xxx	5xxx	8xxx			
				FYE Taught			1xxx	3xxx	5xxx	8xxx			
1985-86	\$5,462	706	19.55	\$13,479	\$12,509	\$12,948	n.a.	156.0	16.6	n.a.	\$1,245,043	4.1	55%
1986-87	\$6,102	667	10.80	\$12,207	\$12,771	\$12,496	n.a.	186.3	15.7	n.a.	\$517,384	5.1	
1987-88	\$5,969	601	10.80	\$15,088	\$14,062	\$14,530	n.a.	182.7	15.0	n.a.	\$550,906	5.6	
1988-89	\$5,821	594	9.66	\$22,139	\$10,794	\$13,989	n.a.	137.7	15.2	n.a.	\$504,065	6.8	48%
1989-90	\$6,121	588	9.42	\$14,563	\$11,419	\$11,900	n.a.	119.0	13.6	n.a.	\$460,717	7.4	
1990-91	\$6,225	597	10.28	\$13,466	\$13,132	\$13,202	n.a.	90.0	15.3	n.a.	\$692,805	8.6	32.4
1991-92	\$6,570	678		\$16,861	\$12,434	\$13,035	n.a.	85.5	13.3	n.a.	\$426,189	8.8	18.3
1992-93	\$6,724						n.a.	44.9	14.7	n.a.		7.6	

n.a.= not available or not applicable

Summer Session	Budget 01xx/03xx in 91-92\$ (000)	FYE Taught	S/F Ratio U/M Count	Fully Allocated Cost per FYE All Sources FY 1992 Dollars			Mean Section Size-Fall Term				Sponsored Program Expenditures per FTE	Class Credits per T&T Faculty	Funding /Student % of 3rd in Big 10 (AAUDE)
				Lower Div	Upper Div	Graduate Weighted	1xxx	3xxx	5xxx	8xxx			
				FYE Taught			1xxx	3xxx	5xxx	8xxx			
1985-86	\$9,345	1,667		\$3,644	\$5,389	\$5,838	\$4,967	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
1986-87	\$8,424	1,769		\$3,571	\$5,358	\$6,309	\$4,975	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
1987-88	\$7,629	1,874		\$3,751	\$5,956	\$4,279	\$4,896	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
1988-89	\$7,548	1,680		\$4,124	\$5,822	\$4,757	\$5,125	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
1989-90	\$7,446	1,645		\$3,762	\$5,914	\$5,664	\$5,240	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
1990-91	\$7,430	1,700		\$4,600	\$6,093	\$4,825	\$5,400	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
1991-92	\$7,200	1,644		\$5,167	\$6,307	\$5,032	\$5,712	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.
1992-93	\$7,250							n.a.	n.a.	n.a.	n.a.	n.a.	n.a.

n.a.= not available or not applicable

Waseca (Instruction Units)	Budget 01xx/03xx in 91-92\$ (000)	Fully Allocated Cost per FYE All Sources FY 1992 Dollars			S/F Ratio U/M Count	Mean Section Size-Fall Term			Class Credits per T&T Faculty	Funding /Student % of 3rd Peer Campuses	
		FYE Taught				1xxx	3xxx	5xxx			8xxx
		Lower Div	Upper Div	Graduate Weighted							
1985-86	\$2,284	811	\$9,639	\$9,639	16.33	20.1	n.a.	n.a.	\$56		
1986-87	\$2,510	824	\$9,735	\$9,735	16.43	18.7	n.a.	n.a.	\$5,055	113%	
1987-88	\$2,384	807	\$10,063	\$10,063	16.70	19.3	n.a.	n.a.	\$5,931		
1988-89	\$2,528	745	\$10,827	\$10,827	14.97	17.5	n.a.	n.a.	\$5,256	114%	
1989-90	\$2,539	809	\$9,994	\$9,994	17.15	20.0	n.a.	n.a.	\$3,408		
1990-91	\$2,647	768	\$9,767	\$9,767	16.58	14.1	n.a.	n.a.	\$4,143		
1991-92	\$2,704	534	\$12,910	\$12,910		25.5	n.a.	n.a.	72.0		
1992-93	\$419						n.a.	n.a.	\$1,414	32.5	

n.a. = not available or not applicable

Systemwide Data (Instruction Units)	Budget 01xx/03xx in 91-92\$ (000)	Fully Allocated Cost per FYE All Sources FY 1992 Dollars			S/F Ratio U/M Count	Mean Section Size-Fall Term			Class Credits per T&T Faculty	Funding /Student % of 3rd Peer Campuses	
		FYE Taught				1xxx	3xxx	5xxx			8xxx
		Lower Div	Upper Div	Graduate Weighted							
1985-86	\$333,267	56,143	\$5,435	\$10,021	\$10,069	\$8,110	n.a.	n.a.	\$68,759	n.a.	
1986-87	\$331,760	57,162	\$5,440	\$9,825	\$9,437	\$7,916	31.4	n.a.	\$68,752	n.a.	
1987-88	\$328,745	56,047	\$5,943	\$10,641	\$9,505	\$8,512	n.a.	24.3	\$74,736	n.a.	
1988-89	\$323,742	55,574	\$5,854	\$10,112	\$8,844	\$8,162	n.a.	n.a.	\$79,239	n.a.	
1989-90	\$330,680	55,248	\$5,487	\$9,924	\$9,509	\$8,085	29.8	n.a.	\$89,102	n.a.	
1990-91	\$335,653	54,792	\$5,838	\$10,360	\$9,908	\$8,517	29.0	23.0	\$97,965	n.a.	
1991-92	\$331,399	54,154	\$5,825	\$10,136	\$10,504	\$8,615	26.5	22.3	\$94,478	n.a.	
1992-93	\$329,451						28.0	22.1		40.6	

n.a. = not available or not applicable # includes professional