

2003 MINNESOTAN OF THE YEAR

# T M

## Minnesota Rouser

**BY 9 A.M.** on a typical weekday morning, Eastcliff, the official residence of University of Minnesota presidents and their families since 1958, is a home in theory only. An assistant dashes around with a fistful of faxes, a house manager greets guests, and in the midst of the commotion, Robert H. Bruininks—the current head of household, who prefers to be called Bob—pads around without ceremony and deep in thought, like a *NOVA* host dropped into *The West Wing*.

Eventually Bruininks wends his way out the door and into his GMC Envoy for a day trip to Owatonna. Ordinarily he would drive himself; today, however, his ad hoc chauffeur is the university's director of constituent relations, who informs him that he must immediately call KDHL-AM, a Faribault radio station that bills itself as the Mighty 920, for a live interview. First, though, on a back-seat hook, Bruininks neatly hangs his maroon sportcoat, which complements his maroon and gold tie; the ensemble is de rigueur for these goodwill visits to greater Minnesota. Fergus Falls, Alexandria, Mankato, Farmfest near Redwood Falls—Bruininks has made about eight such trips in the past year, which will

Bob Bruininks was set for a sabbatical when the University of Minnesota asked him to be president. After one of the U's most challenging years—and one of its most successful—the lifelong educator is looking for the honeymoon he never had. **BY TIM GIHRING**

PHOTOGRAPHS BY ERIC MOORE



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University of Minnesota President Robert H. Bruininks poses with his wife, Susan Hagstrum, and Dunbar the dog at Eastcliff.

go down as perhaps the most challenging in the university's 152-year history.

As the black SUV sweeps out of Eastcliff's leafy driveway on this crisp fall day, Bruininks dials KDHL on his cell phone. He is being interviewed by the Mighty 920's farm director, who must first get through the morning commodity prices. Bruininks leans over: "Corn and beans are up," he says dryly. At last, 15 minutes after dialing the station, and almost a year to the day since he became the U's 15th president, Bob Bruininks is on the air.

He covers his talking points efficiently: It's been a very, very tough year, but a very, very good year (Bruininks often repeats modifiers—and in this case, very purposefully, they even out). The university lost \$185 million in state funding, a 15 percent cut, sending the school back to a level of legislative support not seen since 1987. On the other hand, the university's seven-year

fundraising campaign closed with \$1.6 billion in contributions, making it the second-most successful campaign of its length among the nation's public universities. Enrollment, at nearly 64,000 students, is the highest it's ever been, and the students are the best prepared yet. The Gopher football team went to a bowl game; the women's hockey team went to the NCAA Frozen Four. Even the Honeycrisp apple, invented at the U, is going places—to Australian supermarkets. Bruininks is quizzed for a long time about Extension Service restructuring, which will consolidate far-flung offices into regional centers, a major concern in agricultural areas. The university is not turning its back on rural Minnesota, he says. And finally, it's revealed that the farm director has bet his boss, with the proceeds to benefit the United Way, that he could persuade Bruininks to sing the "Minnesota Rouser" on the air.

"For a hundred bucks?" Bruininks asks. "I'm usually paid more

than that not to sing." At 61, with his silver hair, black-framed glasses, and sardonic humor, Bruininks is an unlikely cheerleader. He looks every bit the professor he was for most of the 34 years he spent at the university before being recruited to replace Mark Yudof in the driver's seat. Still, he clears his throat gamely. Just as he's ready to belt out the school's battle hymn, the connection cuts out.

It's been that kind of year.

**IN THE SUMMER OF 2002**, when Mark Yudof was lured to the University of Texas, where he is now the highest-paid president of a public university in the United States, Bob Bruininks was preparing for a sabbatical. He was the university's executive vice president and provost then, the school's No. 2 guy; since 1968, he'd spent every year but two either teaching or administrating within its walls. (As Bruininks likes to say, he's been at the U of M for 23 percent of its history.) He was excited to get back to his research roots, planning to study education in Eastern Europe, hoping to write a couple of books. He and his wife, Susan Hagstrum, were thinking of visiting Italy for the first time. And yet he couldn't turn his back on the university. Not at this time. Not with so much at stake.

"There was no one with more knowledge about where the institution was headed," says Maureen Reed, M.D., chair of the University of Minnesota Board of Regents at the time. "I won't say it was a no-brainer, but it was like a half-brainer. The only question was, Would he do it?"

When the call came, Bruininks was fishing at his cabin on Loon Lake, off the Gunflint Trail on the edge of the Boundary Waters. He was asked if he would delay his sabbatical to serve as the U's interim president. "Yeah," he said, "I'll do it."

But if Bruininks's appointment to the interim post was an easy decision, the search for a permanent president was anything but. "We scoured the landscape border to border, coast to coast," says Reed. "In the end, having considered extraordinarily qualified candidates, our conclusion was, 'We've got the best guy right here.'"

Faculty leaders, for the most part, couldn't have agreed more, according to Judith Martin, chair of the university's Faculty Consultative Committee. "The faculty governance system was on record as encouraging the provost to not even do a search and just beg Bob to take the job," she says. "In terms of the choice, the perception of most of the faculty I deal with—and I can't claim to represent everybody—is that this was exactly the right thing to do."

In the wake of the high-profile Yudof's departure, and with financial clouds gathering on the horizon, it could be said that the university was seeking to close ranks, to circle the wagons.

But who was this person the U of M community was embracing?

Much of the state got its first look at Bob Bruininks during the controversial Wellstone memorial service, where the newly minted president eulogized Mary McEvoy, a professor of educational psychology at the U, in the more somber half of the ceremony. "Already, in my work," he said in tribute, "I can hear Mary, in her Tennessee drawl, tapping her foot, looking over my shoulder saying, 'Come on, Bob, let's get it done around here.'"

If the televised speech was both an introduction to Bruininks and a farewell to McEvoy, Bruininks soon had to disappear himself, into some of the most consuming issues the university has ever faced. As some see it, he is only now re-emerging. "I don't think that the students really know Bob Bruininks yet," says Shane Hoefer, editor-in-chief of the *Minnesota Daily* campus newspaper, "other than as the guy who got stuck with the \$185 million cut."

**IN A FLAGRANTLY BRIGHT MEETING ROOM** at the Ramada Inn of Owatonna, with a piano in the corner and an American flag at the podium, Bruininks is set to address the Rotary Club. He stands by the hotel entrance awaiting members. "Hi, I'm Bob Bruininks," he says, shaking the hand of a new arrival, who, as it turns out, isn't there for the Rotary. "Well," Bruininks says, sweeping a hand to indicate the hotel, "this is a good place to stay."

Before his speech, lunch is served. Bruininks has something to add to every conversation at his table; he is curious about everything. He congratulates the Rotary member to his right, Tom Kuntz, who was elected mayor of Owatonna two days earlier. "Will you put in a rapids?" he asks, referring to the city's river problems. Bruininks's academic interests, almost from the beginning, have revolved around children and families, and now, as president, he talks a lot about community and togetherness. He figures he has met with "dozens and dozens of employee groups" since last year's legislative session to explain how he's handling finances. In public forums, he is as likely to ask questions as to answer them.

After lunch, and per Rotarian custom, the meeting commences with singing. Songbooks are passed out, and a pianist leads the group of business leaders through a wobbly "The More We Get Together, the Happier We'll Be." Then Bruininks begins. "It's been a marvelous year," he says, "my honeymoon year—with historic budget reductions, the [clerical employees'] strike, a disturbance in Dinkytown..." Bruininks's depreciation is appreciated. As he speaks, it's clear that his "it could have been worse" realism resonates with his listeners. Bruininks, though he was raised in Michigan, is that most iconic of Minnesota characters: someone who makes the most of what he has. "But no, it's been a marvelous year," he concludes. "I don't think it's bad news, it's challenging



Bruininks's presidential inauguration, at which he played his trumpet; in junior high in 1955; the young, hip professor in 1975.

news, because the glass is more than half full." That perspective, say the president's friends within the university, is classic Bruininks.

"He is a genuine Minnesota guy," says Sandra Gardebring, a former justice of the Minnesota Supreme Court and now the U's vice president of university relations. "He rides horses, he's an outdoorsman, and all of that serves him really well. He's kind of a real genuine human being, and that's an asset for him and for the university."

On the speed-dial list taped to the dash of Bruininks's Envoy, Al Sullivan's name is at the top. Sullivan, now vice provost for academic programs and facilities, came to the university from Penn State and met Bruininks when they were both deans, about 10 years ago. "I really didn't know a lot of people here," Sullivan says. "[At] the regular deans' meeting, there were about 20 people around the table, and Bob was one of them. It didn't take me long to realize he was a pretty bright guy with the right values. It seemed like we were always on the same side of the difficult issues." Soon they were side-by-side away from work, too, tromping through the woods, fishing and canoeing. "What you see is what you get," he says of Bruininks. "He's the real deal."

Back in Owatonna, Bruininks has finished his Rotary speech and is shaking hands by the door, despite the "let's go" gestures from his staff. "He's so easy to listen to," says a Rotary member. Bruininks will be 20 minutes late for his next engagement. "He's somebody people really connect with," says Ann McGill, the director of constituent relations and Bruininks's driver for the day. "People tell me he seems like somebody [they'd] like to get to know. Everyone liked Yudof—he was funny and smart—but nobody ever said they had the expectation to get to know him. He was the university president."

**IN PRESIDENT BRUININKS'S OFFICE**, among all the books and files you would expect the head of a small city to have, there is a large glass case displaying a 17-pound 6-ounce walleye, the second-largest ever caught in Minnesota. In what might serve as an apt metaphor for his first year in office, Bruininks landed the

lunker without a net. He had to troll the fish to shore, then grab it under the gills and haul it up on the beach. "It's one of those stories," Bruininks says. "You could hook that fish probably a hundred times and not bring it in more than once or twice under those conditions. So it was pretty lucky."

Bruininks grew up on a hobby farm in the tiny town of Byron Center, Michigan, where his father—a farm boy himself—moved the family of seven from Grand Rapids. There were 50 students in Bruininks's high school graduating class. His father worked the farm, assembled auto upholstery on the line, and had several other jobs, such as umpiring for the women's professional baseball league depicted in the movie *A League of Their Own*. "I watched people scream at my dad," says Bruininks. "I learned to be calm."

At Western Michigan University, Bruininks first majored in music, as a trumpet player. A lip injury forced him to change course, and he began studying educational psychology, particularly the development of children and adults with special needs, which would become his lifelong passion. Between classes, he taught music lessons, ran the college laundry, and worked as a laborer in landscaping and construction. After completing his postgraduate work at George Peabody College, now part of Vanderbilt University in Nashville, Bruininks had several teaching opportunities. He might have gone to UCLA or Illinois, he says, but he chose Minnesota for its scholastic and natural environments. At the university, in the early 1980s, he met Susan Hagstrum.

Hagstrum, six years younger, was a graduate student, though Bruininks was never her instructor. Both were otherwise occupied romantically. Two years later, circumstances had changed, and Bruininks called her up for a date. They were married in 1986 on New Year's Day. "People come to the house, they'll look at my nametag and not always know immediately that I'm Bob's wife," says Hagstrum. "I'll say, 'I'm Susan Hagstrum and I'm the lucky person who's married to the greatest guy in the world, the 15th president of the University of Minnesota.'" While the couple and their dog, Dunbar, a rust-colored Vizsla (a Hungarian

## PREVIOUS MINNESOTANS OF THE YEAR

2002 Marilyn Carlson Nelson 2001 Norm Coleman 2000 Dick Schulze 1999 Michael O'Keefe 1998 Bruce Dayton 1997 Jeanne Weigum  
1996 Win Wallin 1995 Joe Selvaggio 1994 John B. Davis 1993 Joan and Walter Mondale 1992 Don Fraser 1991 Virginia Binger  
1990 Mickey and Martin Friedman, Ken Macke, Marvin Wolfenson, and Harvey Ratner 1989 Elmer Andersen

pointer), now live in the second-floor residential quarters at Eastcliff, they've kept their home in Minnetonka. It's currently occupied by one of Bruininks's three sons from a previous marriage—a student, as it happens, in the U of M's College of Education and Human Development, where his dad was once dean.

After a long career in K-12 education, Hagstrum became a consultant to public schools, and she has begun some of her own initiatives at the U, largely within the new Children, Youth and Family Consortium. Since Bruininks became president, their lives have been demanding, she says, and it's been hard watching the person she loves work through such contentious issues as the clerical workers' strike. But the opportunities to serve and meet interesting people are worth it, she maintains. And while the trip to Italy will have to wait until Bruininks's three-year presidential contract expires—or longer—there are other ways to relax. For Bruininks, it's the simple pleasures that matter.

"I'm happiest in the back of a canoe," he says, "or on the top of a horse."

Bruininks first got on top of an American Saddlebred horse about four years ago, and he has had to be pried from the saddle ever since. Bruininks and Hagstrum now own three Saddlebreds—show horses that can master five different gaits. At last fall's U of M Homecoming parade, the couple led the way on horseback. On weekends, and at the Minnesota State Fair, Bruininks rides competitively—mostly against women who have been riding for 40 years and teenage girls who beat me regularly and soundly," he says. In his office he keeps some framed photos of Arthur, the first horse he bought. Arthur is like Seabiscuit, Bruininks says. "Arthur is 20 years old, and when he goes into the show ring he thinks he's a 3-year-old. He has a real attitude."

Saddlebreds, he adds, are "extraordinarily intuitive, and I like intuitive people. They just connect with you emotionally, and they know when you're incompetent—and they make you pay

for it when you're incompetent."

Bruininks can talk at length about these horses and their gaits: walk, trot, canter, and something called a "slow gait," which requires the horse to put each hoof down independently, and which, if done properly, should be as smooth for the rider as a stint in an easy chair. During a show, the announcer will say "Rack on!" and the horses suddenly put that slow gait into overdrive. It's always the last part of the show, the most glamorous and high-energy exercise. "You have to think fast and move fast, and it's fun," says Bruininks. "I love it."

Since assuming the presidency, Bruininks has had to restrict his riding to weekends. Sixty-hour weeks are not uncommon. One of Bruininks's academic interests is human productivity. We're not going to find any new oil wells in Minnesota, he says, so we have to learn to work smarter. He is a lean president for a lean age. When Yudof left office, it was hoped that Bruininks, since he had implemented much of Yudof's vision as provost, would be able to stay the course. Supporters say he has managed to do so brilliantly, and then some. But even if Bruininks is the right man for the times, they are certainly different times.

As an administrator—first as dean of the College of Education and Human Development, then as provost, and now as president—Bob Bruininks has come to weave quotes into conversation the way he once dropped footnotes into academic papers. In the same speech, he'll quote Cicero and the Grateful Dead. And it wasn't long after he moved into Eastcliff that he adopted what has become his favorite quote from his first year in office, a line from Lily Tomlin: "Things are going to get a lot worse before they get worse."

**LAST SPRING**, it would have been hard even for Bruininks to tell if the glass was half full. "I don't think anyone was prepared for this," Bruininks says of the state funding cut. In August 2002,

the university had prepared what Bruininks thought was a relatively conservative funding request, the lowest in perhaps a dozen years. In talking to legislative leaders, Bruininks was encouraged and commended. "By November," Bruininks says, "that conservative request, which was about 32 million dollars a year in new money, was dead on arrival." What had happened was a re-projection of the state's budget shortfall. Minnesota had gone to bed in a tight situation and awakened with no wiggle room at all.

By his own count, Bruininks gave more than 100 speeches to community groups to push the university's cause in the Minnesota Legislature. But in the end, the U was dealt a 15 percent cut that threatened to cleave Bruininks's beloved community and eventually led to the first university strike in nearly 60 years. Lamentations immediately arose, both inside and outside the legislature. "I thought [the cut] was more than unfortunate," says former Governor Arne Carlson. "I can understand constrictions in the budget. But you don't get to the level where you start to hurt the essential mission of the university."

"It's a large part of our economic engine, and it should be a number-one concern of the legislature. Every legislator, as part of their agenda, should be asking, 'What can I do to help the university?'" says Carlson, who in 2001 barnstormed the state with former Governor Wendell Anderson on the school's behalf. "That doesn't mean you can't be critical of the university; my gosh, they *teach* critical thinking over there. Examine the university—that's fine. But they should not be treated as some kind of distant constituency. They're part of our everyday life."

Bruininks and others point to a 20- to 25-year trend of states privatizing their public universities. "Minnesota used to be about 5th on a per capita basis in support of public higher education," he says. "It's now about 18th or 20th, I think—that's not a good trend." Carlson believes legislators would open the state's wallet if only they understood the university's broad importance. Both he and State Senator Sandy Pappas, the St. Paul DFLer who chairs the Senate Higher Education Budget Division, also decry what they see as too much politicking with the university's future. "There has been an introduction of partisanship [regarding U of M issues] that should be instantly stamped out," says Carlson. Asked if the desire to privatize the U has been floated publicly in the legislature, Pappas says it has not. "It's a suspicion," she says, and it's clear she suspects legislators on the other side of the aisle. If the U were asked to sustain another round of deep cuts, she says, "They'd have to close the campus, and that would totally be in the lap of the Republicans."

Pappas feels that Bruininks needs to cultivate more vocal support from the business community and convince the state's leaders of the U's value as a driver of economic development. Carlson believes that the U and the legislature share the blame for growing apart, and that they're due for a reconciliation—one that might start with something as simple as more legislators showing up at Gopher sporting events.

For his part, Bruininks is seeking to do everything he can to arrest the trend toward privatization. "I am going to be a very obnoxious advocate for continued investment in the University of Minnesota," he says, "because I think it's not just self-serving, it's absolutely the most important—or one of the most important—things this state can do to invest in its own future, and the

future of its children and grandchildren."

Bruininks added an aura to his presidency when he refused to wallow in institutional self-pity after the funding cut. "The thing I feel most proud about is that the university went through one of the most severe challenges in its entire 152-year history [and] came out of it strong—and I think we're still one of the strongest universities in the world," he says. "We're largely a very cohesive community. Many other communities, faced with the kind of difficulties we encountered, would have become much more divided, and I don't think that happened here. I don't think you feel that here. And, to me, that's something to be proud of."

**AS STUDENTS FLOODED** classrooms last fall, an announcement went out that shone light through the clouds: the university's seven-year Campaign Minnesota had brought in \$1.6 billion. Among public schools, only UCLA has raised more in a similar period. And the university did it with unusually wide support: 220,000 gifts, of which 113,000 came from first-time donors. About 11,000 faculty and staff gave to the campaign (there are some 19,000 employees at the university). Unlike many campaigns, there was no huge anchor gift; the largest donation was \$30 million. Impressively, a majority of the funds came in during the poor economy of the last three years.

"It's humbling to stand in the face of all that philanthropy," says Gerald Fischer, head of the University of Minnesota Foundation. The U has already put some money to use, creating 110 new endowed faculty positions, 651 new scholarships (a top Bruininks priority), and 418 new fellowships, among other initiatives. And the energy has flowed directly into the university's new campaign, Back to Campus—a drive to get a stadium closer to the U.

Dave Mona, a U of M journalism grad who built a one-person public relations business into a global giant, is cutting back his hours as chairman of Bloomington-based Weber Shandwick to lead the stadium charge. An on-campus stadium, Mona and Bruininks believe, would better bond students, alumni, and the community with the university. The goal that he and Bruininks envision is 20,000 donors. But the U will only build a stadium if it makes sense, says Bruininks, given the school's academic mission. "I think it's the right thing to do, I'd like to try, and I'd like to ride my horse into the stadium," he says.

The stadium issue came to the fore this past fall, when T. Denny Sanford made a pledge of \$35 million that was festooned with a dubious tangle of strings. Ultimately, no deal was reached with Sanford before the U's deadline of December 8, when it released a stadium feasibility study.

In the fall of 2003, a lot of things suddenly looked too good to be true. And when university clerical workers went on strike, it seemed the clouds weren't going to part so easily.

To meet the demands of the legislative cut, Bruininks had asked all employees to take a pay freeze for one year and to share in health care cost increases. Sharing the pain, he called it. But some protested that the pain wasn't progressive. "If the administration truly views the university as a community that ought to 'share' benefits and burdens," wrote Associate Professor Lisa Disch, who took her political science classes off-campus during the strike, "it has miscalculated what it means to share fairly." According to

Disch, several hundred faculty signed a letter to Bruininks stating that although they have not been lured away by better salaries at other institutions, they felt their commitment to the U was being undermined by the administration's position toward the clerical workers.

Senator Sandy Pappas, who commended Bruininks for his fundraising efforts, blamed his administration for the strike. "I think it's a management issue when there's a strike. It means you have not cultivated a relationship with your employees. I think that's something that needs to be repaired," she says. Gladys McKenzie, the union's chief negotiator, is glad the strike is over but says she continues to fight. "The university is increasingly an anti-worker employer," she says. "That may sound harsh from the outside, but the university has millions, billions of dollars. I have known the university to be incredibly energetic in pursuing its priorities, but the same energy isn't there for the university staff. I'm still in the mode of wanting to say 'Shame on you' to the university."

Bruininks, too, feels the strike was a shame, though for different reasons. He is about community, after all, and the strike was divisive. "I think it was regrettable. I wish it could have been avoided," he says. As the son of a union member who toiled for years on an auto-plant assembly line, it pained him to hear allegations that he wasn't supportive of labor. The university did everything it could to keep the clerical union at the bargaining table, he says, noting that other unions had already settled. He referred again to the financial fix. "It's hard enough to invest in your future when you have money," he says. "It's close to impossible to do it when you have so little and you're losing it." Still, he appreciates that only on a campus, perhaps, could viewpoints be shared so openly, albeit to the tune of banging pots and pans. "People got my attention—they just stood below my window and yelled at me."

Now that he's entered his second year in office, Bruininks hopes attention can finally be focused on some new initiatives. The theme he's chosen for his administration is "Advancing knowledge: A partnership for the public good." And it's not theoretical. Last fall, ground was broken for the University of Minnesota Translational Research Facility, a bridge between the lab and the home, where new discoveries will be translated into practical applications. Bruininks seeks a balance between the hot-money sciences and the humanities; in fact, he sees no reason not to combine their forces. He is pushing the university in science's new interdisciplinary direction, where he envisions medical researchers rubbing shoulders with ethicists who ponder the work's implications and engineers laboring alongside the poets who describe our mechanical age. Like a prism in reverse, it gives students a holistic perspective. "The world is not a simple place," says Judith Martin, who appreciates the push, "and it makes no sense to present it that way."

Because he has spent so much of his career thinking and worrying about the lives of children, Bruininks has launched "The President's Initiative on Children, Youth and Families," which calls for three annual summits bringing business leaders, policy makers, and others together to determine how children can be assured healthy and productive adulthoods. In a knowledge economy, he believes, it's important to get youth involved in the uni-

versity, and vice versa. He's too passionate to be intimidated by a lack of cash. "I'm sort of a Pollyanna in that I think we can change the world even in the worst of circumstances," he says.

In his first year as president, Bruininks didn't have the luxury of test-driving his ideas, the way the academic in him would prefer. Solutions were demanded as quickly as he could conceive them. But those who know Bruininks know his ideas come fast and furious. Sharon Olson, who has been Bruininks's assistant since she came to the university in 1972, says he has long combined his interests and cultivated their intersections. "It's kind of fun to see how those connections bear fruit, putting different disciplines together," she says. "I could see he always thought like that. He was a big thinker. I could see early on that he would do whatever he wanted to do."

**AT THE FINAL STOP** in Owatonna, Bruininks speaks to an alumni gathering at the Gainey Conference Center. The rambling estate is actually managed by the University of St. Thomas, and Bruininks wonders why the U didn't jump on it, back in the day. There appear to be stables; he could have kept horses here, he jokes. On the podium, the St. Thomas seal is covered by a U alumni placard.

There are only about eight alumni gathered, and most of them probably graduated before Bruininks ever left Michigan, but he is energized nonetheless. He loves a chance for real conversation, and it shows. He talks about the financial campaign and the drive for a stadium. "I don't want a bunch of men in a smoke-filled room telling us where to play football," Bruininks says, and the alums clap loudly. An older man, wearing a U of M pin next to his Purple Heart, rises shakily to his feet. "I am so pleased," he says, "that you are the president."

After his talk, Bruininks is met by Jerry Grosskreutz, the KDHL farm director whose bid to have Bruininks sing the "Rouser" earlier that day was foiled by a cell phone. This time, Grosskreutz has an old-fashioned tape recorder and a microphone. "All right, are we going to do this?" Bruininks asks. The group gathers around him, an impromptu pep rally in the Minnesota heartland. Together, with Bruininks leading, they sing:

*Minnesota, hats off to thee!*

*To thy colors true we shall ever be.*

*Firm and strong, united are we.*

*Rah-rah-rah for Ski-U-Mah,*

*Rah! Rah! Rah! Rah!*

*Rah for the U of M. ■■*

**Tim Gihring** is senior writer for *Minnesota Monthly*.