



1988

## History of the Moorhead State University Foundation, 1979-1988 (1988)

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### Recommended Citation

Shoptaugh, Terry L., "History of the Moorhead State University Foundation, 1979-1988 (1988)" (1988).  
*Histories of MSUM*. 34.  
<https://red.mnstate.edu/histories/34>

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# History of the Moorhead State University Foundation 1969-1988

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by  
Terry L. Shoptaugh, MSU Archivist

*"To open the eyes of students and deliver them from provincialism —  
that is our purpose."*

*Roland Dille*



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## **Introduction**

*The history of the Moorhead State University Foundation is the story of an experiment that has succeeded beyond all expectations. Not that the Foundation is structurally different from other tax-exempt corporations that raise, invest, and expend money for a specific purpose. The purpose of this Foundation is to advance education at Moorhead State University, and it operates accordingly.*

*But the Foundation is also so much more than this. Its very origin was an innovation, for it was the first such foundation in Minnesota organized to support a public university. Most such organizations employ large staffs. This Foundation, although it also benefits greatly from the work of its small paid staff, succeeds largely on the work of volunteers.*

*The events of the past year illustrate the impact of the Foundation. During this period, the year of MSU's Centennial Celebration, the Foundation has been responsible for: The Great Gershwin Concert, the conclusion of the Centennial Capital Campaign, the development of the Science Center, the establishment of the Delmar J. Hansen endowed Scholarship Fund, the groundwork for an endowed chair, and the purchase of the Centennial House. And all of this was made possible by the volunteer efforts of so many in the Fargo-Moorhead community.*

*Now comes this history. Last year, Dr. Gerry Haukebo, who was Executive Director at the time, asked me to chair the Ad Hoc Centennial Celebration Committee. One of the many tasks of the Committee was to see that a proper history of the Foundation was written and published. We asked Dr. Terry Shoptaugh to undertake the task, and perhaps not knowing all that it would entail, he accepted the challenge. The Foundation is indebted to him for interviewing the past presidents and preserving the Foundation's records in conjunction with writing this history. I wish to express my and the Foundation's appreciation to Dr. Shoptaugh for all he has done.*

*Last, I must point out that, just as in all previous years, the success of the Foundation this past year owes much to the support and guidance of Dr. Dille. Many contribute, but his is the light that sustains our mission.*

*Betty Feder  
Moorhead State University Foundation President  
1987-1988*



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## Education and National Values

The Foundation is undoubtedly an important part of the history of Moorhead State as well as the Fargo-Moorhead community. But the Foundation is also a part of the history of American education. And education has always been a fundamental part of our national fabric.

Americans have been committed to education since the first settlements were established in the seventeenth century. The early colonists of Massachusetts, for example, decreed that each township provide support for schools and teachers. Colleges, such as Harvard and Dartmouth, were established well before decent roads became common. Americans thus expressed their hunger for learning before they even built a nation.

When the American nation was founded, its leaders knew that a free society could not long exist without *informed* citizens. Freedom, argued Thomas Jefferson, would die if all citizens could not “receive an education proportional to the conditions and pursuits of his life.” Jefferson put substance behind his words by proposing a complete system for universal education in his home state of Virginia. He also was the founding father of the University of Virginia, today one of the finest colleges in the country.

Some years after Jefferson, the education pioneer Horace Mann contended that every American child had as much right to learn as he did to “distend his lungs with a portion of the common air, [and] to open his eyes to the common light.” A government that would deny a child education, Mann concluded, was guilty of stealing that child’s birthright.

Mann was pleading for the funds to establish good schools in his home state. Such pleas did not end with

him, for as the nineteenth century progressed, educators found that they had to deal with legislators who feared the political results of raising taxes. The Abraham Lincoln legend — the myth of the lad who taught himself through desire and fortitude — was another roadblock to funding for schools; all that was needed for a school, went a Gilded Age saying, was a dedicated teacher at one end of a log and a serious child at the other end.

## Moorhead State and the Community

In the early history of the Moorhead Normal School, we find Livingston Lord challenging this myth that good teachers and eager pupils automatically produced a *good* education. Quality education, he wrote, also needs “properly lighted, heated, and ventilated rooms; apparatus and books must be provided; the right subjects of instruction must be selected; and a good organization—not too loose, not too rigid—is necessary with a proper person at its head.”

As first president of Moorhead Normal School, Lord determined to employ expert faculty to teach the students to become themselves expert teachers. Lord insisted that the “ideal teacher” was not just someone versed in pedagogy, but someone who solidly knew and understood his subject as well. “What are the facts?” Lord demanded. His students would acquire facts in addition to skills, his faculty would teach content as well as process. From the beginning, then, Moorhead Normal graduates had a reputation for both teaching skill *and* subject knowledge.

Lord’s successors at Moorhead Normal — later, Moorhead State Teachers College — followed the path he had marked

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out. They sought out and hired the best teachers they could get to train young people to be equally good and dedicated teachers. They pressed the legislature for budgets to sustain good programs, acceptable salaries, and decent facilities. They kept tuition as low as possible.

And they made efforts to offer something to the surrounding community as well. When the first class building was constructed on the campus, it contained an auditorium with 500 seats. There were only 42 students at the school, at first, so the orations, readings, and dramatic productions that echoed in the auditorium did so before audiences from both college and town. Clearly, Lord and his successors made the community a part of their educating efforts.

The college was a small one during the first six decades of its existence. Seldom more than a few hundred students were in attendance in any year. The administration was modest too: the president usually also taught classes, he had but a handful of supporting staff, many members of the small faculty also handled management chores. The situation was almost a family affair. Certainly many of the students came to feel that way. Graduates of Moorhead State left with their degrees and fond memories of their alma mater.

At the end of the Second World War, some things began to change. Americans began attending colleges in unprecedented numbers. More students meant more faculty, and during the next decade the nation's population of college professors doubled, then tripled. The number of colleges multiplied also, as did the number and variety of courses. Higher education was suddenly a larger part of the national economy, both as a supplier of trained personnel to industry, business, and government, and as a contributor to the gross national product.

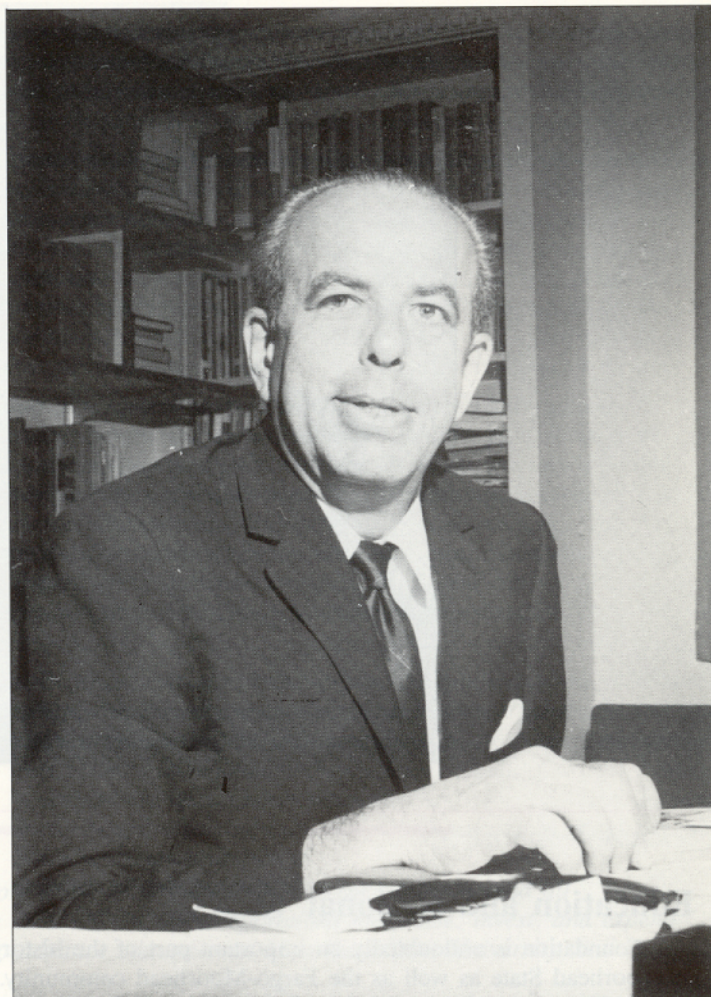
Moorhead State enjoyed the bounty of this era as much as any other school. The teacher training curriculum was expanded into a four-year liberal arts program, with new courses in physical and social sciences, languages, and humanities. By 1960, 74 professors on the campus were teaching some 200 different courses to over 1500 students. The tuition cost in that year was only \$3.50 per credit hour.

A school that changes so much, so suddenly, is bound to have some difficulties as well, and in this Moorhead State was also no exception. The college's drop-out rate rose dramatically — cheap tuition attracted many who simply were not capable of meeting the challenge. In 1962-63, for example, as much as 45% of the freshman class failed to return for the next year of classes.

It fell to John J. Neumaier, MSC president since 1958, to reaffirm the school's commitment to excellence. Working with his faculty, insisting that "mass education should not be an alibi for mediocrity," Neumaier developed some minimum admission standards in 1964. MSC was the first state college in Minnesota to have such standards, and the college's retention rate quickly improved.

Over the next few years, Neumaier took further steps designed to make MSC the "Harvard of the upper Midwest." He obtained unprecedented increases in faculty salaries, lowered the teacher/student ratio in the classrooms, and expanded programs.

Neumaier was not an elitist, however, and so campaigned for funds to expand scholarship programs for deserving students. He obtained his first scholarship money from donations by



*John J. Neumaier, President of MSU in 1964, when minimum admission standards were implemented.*

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members of the Fargo-Moorhead community. In the mid-1960s, for example, the F-M Area Foundation contributed scholarship funds to the college. At about the same time, Neumaier obtained a yearly pledge of \$1000 for scholarships from the First National Bank of Moorhead whose president, Max Goldberg, was particularly interested in education. Others who gave early support to scholarships included James Trask of the Moorhead State Bank, Pern Canton of the American Bank and Trust, and Jim Durham of the First National Bank.

One of Neumaier's most interesting experiments was Project E-Quality, and it led the college directly into some organized fund raising. In 1968, Neumaier announced that Moorhead State would create a program to attract minority students to the college. He initiated the program because he "felt that our students were deprived—deprived of study with students from other backgrounds." Neumaier therefore authorized his Dean, Roland Dille, to seek funds for Project E-Quality.

Much of the funding for Project E-Quality came from federal aids programs, but Dille also solicited and received substantial contributions from private businesses and individuals in the community. By the fall of 1968, over \$15,000 was obtained in this fashion, and used to pay everything from administrative costs to personal expenses for some of the E-Quality students.

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Many of those who gave financial support to Project E-Quality would later be among the founding members of the Foundation. Their motivation for aiding the project was a forecast of the Foundation's mission. By giving to E-Quality, they were, in the words of one supporter, investing in "the human worth and potential that exists in *all* people, regardless of race, creed, or color."



*Neumaier discusses Project E-Quality with Dean Roland Dille*

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The unique nature of the Fargo-Moorhead community played a part in the success of such causes as Project E-Quality. Two cities, in different states, but separated only by the narrow Red River, the destinies of Fargo and Moorhead had been linked from the beginning. There were many occasions during which the two towns competed economically, and even socially. But this did not prevent the development of both into one thriving, cosmopolitan community that today offers to its inhabitants the combined cultural offerings of a symphony orchestra, an art museum, two historical museums and several historical landmarks, modern public libraries, and three colleges.

This cultural bounty is sufficient indication that the people of Fargo-Moorhead are the embodiment of Thomas Jefferson's "informed citizenry."

## Establishing the Foundation

In January, 1968, John Neumaier submitted his resignation as President of MSC. He was leaving, he later said, partly because he felt that "the basic work and the direction of the college had been set." He suspected that Moorhead State would not be able to grow much more, and he wanted another challenge, so he left to take up a position in New York.

The Fargo **Forum** said that Neumaier's leaving was "a major loss to the Moorhead community." The architect of Project E-Quality and other innovations, Neumaier was at the height of his reputation and popularity. Many MSC students doubted that any successor could match Neumaier's "kind of charisma," and it was obvious then that the next president of MSC would follow a tough act.

Within weeks of the announcement, Moorhead's faculty recommended to the State University Board that one of their own become Neumaier's replacement. Roland Dille had joined the college in 1963, as a member of the English department. He quickly moved into administrative duties and in February 1967 became Academic Dean. One of his major activities as Dean had been the management of the Project E-Quality program. Dille was the first president of Moorhead State to be selected from among the faculty.

Dr. Clarence "Soc" Glasrud, as president of the Faculty Senate, said that the faculty's support of Dille indicated their hope that "the directions established by the present administration [would] be continued." Neumaier himself called his successor "an intellectually superior scholar, and a man of compassion." Neumaier was "confident," he concluded, that under Dille "Moorhead State College will become one of the leading academies of the nation."

But before such a day could arrive, Neumaier's successor faced a number of challenges. Dille knew that as president of MSC he would "face a different situation" from his predecessor. Although he had some new programs in mind that he "wanted to implement," he feared that Neumaier had been right: that MSC would not receive sufficient resources from the State Legislature to continue growing.

The basis of Dille's worry was a matter of simple arithmetic. For fifteen years America's colleges and universities had enjoyed the fruits of prosperity. A seemingly endless number of young people were pouring into colleges and rising budgets, larger faculties, and bigger campuses were the result. Higher enrollments had demanded higher budgets which in turn generated higher taxes to pay for it all. But the upward spiral could not go on forever. The number of available students would inevitably decline because the "baby boom" era was ending. Moreover, inflation was also rising and there was a growing demand for tax relief. If legislative support for education suddenly declined, then colleges like MSC might also decline.

During the late 1960s a number of incidents suggested that the expansion of higher education in Minnesota was indeed coming to an end. In 1966, the State College Board briefly considered a limit to MSC enrollment — no more than 5800 students by 1975. Neumaier had managed to prevent this from happening. In 1968, however, the Board cut the college's budget request by \$2 million. Meanwhile, the Minnesota Taxpayers Association announced that the state's middle class families were paying the highest state income taxes in the nation. Experts were predicting that many middle class parents would soon have to choose between sending their children to college or securing their own retirement.

All of this concerned Dille greatly. His own staff was advising him that by 1975 at least 7500 students would seek to enroll at MSC, and many would need financial aid. Addressing the State Board in 1969, Dille referred to this, pointed out that MSC had had the largest increase in enrollment of any of the state colleges, and asked how budgets could be reduced without placing "some strain on our programs?" But the legislators, pressured to reduce taxes, could offer him no comfort.

If the Legislature had no solution, then how could Dille find the money to continue a quality program, let alone enlarge upon it?

It was clear that other sources of funding would be necessary, so Dille decided to get some expert help in that field. In June, 1969, he announced that the College had hired a man named Chet Lacy to become the college's first Director of Development.

Lacy was a Minnesota native, had substantial newspaper and public relations experience, and had been for seven years the director of fund raising at St. Olaf College. With 16 years in the fields of public relations and fund raising for higher education, he had the experience, the imagination, and the drive to tackle Moorhead State's situation.



*Vincent Murphy recruited many of the earliest members of the Presidents Club, and was the third Foundation President*

Within a month of arriving at MSC, Lacy had outlined a fund raising program for the college. Echoing Dille's own thoughts, he began with the proposition that "opportunities for achieving excellence and greatness in higher education" must require support in addition to that from the Legislature. This support, he stressed, should be obtained by "professionally organized, coordinated efforts" that would not only raise money, but also "make long-time friends" for the college as well.

To achieve this, Lacy suggested that Moorhead State should look for voluntary donations from the Fargo-Moorhead community, then from the alumni, the parents of students, and finally the granting agencies. Lacy then turned to an organization for this effort. He pointed out that a separate, incorporated foundation would be the best approach, particularly if it had tax-exempt status. He then laid out a format for such a foundation, with a board of directors, a committee structure, and draft articles of incorporation.

Finally Lacy stressed that, as the purpose of a foundation would be to obtain "voluntary support of a state college," MSC would have to engage in an "extensive program of information." Only careful promotion, he argued, could overcome the reluctance of many to give aid to a tax-supported public school.

Lacy's plan of action would require both the recruiting of a

very committed group of community leaders and an intense public relations effort by President Dille. Knowing that much of his own time and energy would be needed to implement Lacy's ideas, Dille accepted the plan with few modifications.

In order to make a good beginning, it was decided to recruit the charter members of the foundation during the fall of 1969. Each charter member would be a person who agreed to contribute \$2,500 to the foundation over a five year period, and would, in turn, become a member of the first board of directors. Because they were uncertain just how many people they could recruit on these terms, Dille and Lacy did not set a target number.

The first two recruits to the cause were both community business leaders and MSC alumni. Vincent Murphy, a graduate of the college in 1940 and a former teacher, had been one of the prime movers in reorganizing the Alumni Association during the 1950s, and was thus well placed to promote the new fund raising effort among former MSC students. Dille asked Murphy to become the temporary chairman of the embryo foundation. Murphy readily accepted, because without Moorhead State he "would never have had an education."

Dave Torson, the second recruit, was like Murphy an alumnus. A successful community businessman, who had supported the college in the past, he had the kind of persuasiveness that would be needed to get the foundation off to a strong start.

Now Dille, Torson, Lacy, and Murphy set out to get additional recruits from the Fargo-Moorhead community. The first person who Lacy and Torson called on was Mrs. Frances Frazier Comstock. The daughter-in-law of Solomon Comstock, herself a graduate of the Normal School he had helped create in 1885, Frances Comstock was more than willing to join the foundation venture. The same was true of the next contact, Mrs. Clara Kornberg, who had once taught at Moorhead State, and like Frances Comstock had contributed scholarship money to the college on many previous occasions. Both women thought that a foundation would become the best way to create an ongoing system of support for the college.

Others quickly followed the lead of these first few, so quickly that Dr. Dille later admitted he was "astonished" at the pace of success. With sixteen individuals pledged to charter membership by early November, Dille, Murphy, and Lacy decided to move forward and file papers incorporating the foundation.

To formally mark the moment, the charter members met at the Rex Cafe on December 19, 1969, and placed their signatures to the "Articles of Incorporation [of] Moorhead State College Foundation." The Foundation members pledged to raise funds and obtain properties "for the benefit of Moorhead State College," and to use the income derived from their efforts for "the advancement of scientific, literary and educational knowledge" at the college. As a non-profit corporation, the Foundation further pledged that no member would obtain "pecuniary gain" from its operations. This document was filed with the Minnesota Secretary of State's office on January 21, 1970. (The entire text of the Incorporation Document, with the names of the charter members, is given in Appendix 1.)

The charter members also formed themselves as the first Board of Directors, elected Dave Torson to be the Foundation's president for its first year of operation, and chose an Executive Committee consisting of Torson, Lacy, Clarence "Soc" Glasrud, J.L. Durham, and Marvin Koeplin. They also voted

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to continue recruiting members at the \$2,500 level of support, to call this “the Presidents Club,” to use the First National Bank of Moorhead for their transactions, and to begin soliciting smaller donations.

The MSC Foundation was in business.



*Charter members of the Foundation, and the First Executive Committee. (standing, left to right)—John Jenkins, Marvin Koepf, President Dille, Chet Lacy; (seated, left to right)—J.L. Durham, Dave Torson, Soc Glasrud.*

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## The Foundation's Early Years

The Foundation quickly attracted attention. The Vice-Chancellor of the State College System came to Moorhead during the summer of 1970 to have a look at this “pilot program.” He explained to the Executive Committee that the Foundation’s mission of seeking “private philanthropy” was an experiment that each of the other state colleges would be watching with interest, and predicted that success by the Foundation would provide Moorhead State with an “edge of excellence in education.”

Mindful, therefore, that their efforts would become precedents for other schools, Dave Torson and his Executive Committee began to structure the Foundation’s efforts. A committee system was established, with sections for the dispersal of funds, the development of projects and membership, deferred giving, and special tasks. The Executive Committee also developed written procedures and a set of By-Laws (see Appendix 2 for the current By-Laws). Then they returned to the goal of expanding the Presidents Club.

Dave Torson still remembers that Dille was at first very nervous about asking people to join the Foundation. He was “not experienced” at asking people for money. Vincent Murphy, reflecting on the beginnings of the Foundation, also remembers how Dille was “very uncomfortable” at some of the early calls. But Dille’s palpable commitment to the school obviously overcame any lack of practice, because, as Torson recalls, they had “sold the Presidents Club” to 20 of 20 prospects by early 1970.

Dille, who claims that he still is not at ease in fund raising, believes that community spirit, not salesmanship, was responsible for the early success. “People in Moorhead and Fargo were proud of their cities, and knew that the colleges were part of what makes this such a fine place to live. So, when we were in need, they didn’t hesitate; I won’t ever forget that.”

Nevertheless, the Foundation had to make substantial efforts to raise funds beyond the Presidents Club contributions. The economic climate in Fargo-Moorhead was dismal in the early 1970s. Inflation and taxes were high, and many businesses had difficulty making ends meet. Vincent Murphy remembers that several of the prospects he approached for donations turned him down because “times were bad.”

Another factor hampering support was the obstacle that Chet Lacy had foreseen: some prospects said that they already gave to Moorhead State through taxes, so why should they give more? The dilemma was sharpened by the already well-established fund raising programs of North Dakota State University, and particularly Concordia College. As Dille put it, “if there were two spare dollars in town, many people thought a private college should get \$1.50 of it.” In the face of such obstacles, only perseverance could prevail.

By the time of the April, 1970, meeting of the Board of Directors, the Foundation had obtained some \$22,000 in gifts and pledges, which Lacy judged to be “ahead of [the] original schedule.” Having already agreed to devote the lion’s share of this money to scholarships, the Board proceeded to award grants-in-aid to 34 MSC students. In accepting the scholarships, MSC financial aid officer David Anderson remarked that help on such a scale had “never been available at the College before.”



*Dave Torson was the first president of the Moorhead State Foundation.*



Meanwhile, to broaden its bases of support, the Foundation considered more extensive measures. Moorhead State also needed capital to purchase equipment, develop new programs, and encourage research by the faculty. To be entirely successful the Foundation needed to obtain non-scholarship donations. Torson and Lacy outlined a possible multi-phase campaign for raising some \$400,000 for the college. Lacy and Dille began to look at consulting firms who might be employed to manage such a campaign.



*J.L. Durham, first chairman of the Parents Association, and Marvin Koeplin, second Foundation President.*

The Foundation also employed a variety of sub-groups to bring the Foundation's message to more people. These sub-groups included the Parents Association, which was created not only to seek donations from the parents of MSC students, but also, in the words of its original statement of objectives to "establish closer relationships between the college and parents" as a way to improve the education of the students. The Parents Association was at first organized and chaired by Mr. and Mrs. James Durham of Moorhead. In 1971, Mr. and Mrs. Paul Feder took over the chairmanship of this group; as residents of Fargo, the willingness of the Feders to become so involved in the MSC Foundation was a signal achievement in making this a community-wide mission. By the end of 1971, the Parents Association was responsible for raising more than a quarter of the Foundation's total assets.

At the same time, Vincent Murphy and several other alumni of MSC began linking the Alumni Association to the Foundation's campaigns. Many of the MSC alumni were career teachers, and as such could afford to give only modest donations to the cause. However, as Murphy later recalled, the donations of alumni "added up to a sizeable bit of money," nearly \$20,000 worth by 1971.

Another sub-group was the Dragon Century Athletic Club, which had actually been created a year before the Foundation. This group was in existence to "provide scholarships to academically qualified and athletically talented Dragon athletes." The Foundation began administering fund raising for the Dragon Club in the 1970s.

## The Promise of '76

Impressive as these gains were, MSC and its Foundation were still faced with enormous challenges. These were the years when prices always seemed to exceed incomes. During the early 1970s, the rising cost of tuitions was leading to alarming declines in college enrollments. The Minnesota Legislators

began to make sounds about "austerity budgets" for the state colleges. As if this were not enough, the MSC faculty submitted two lists of "urgent needs" to President Dille. One list cited a need for \$168,000 in scholarship money in order to maintain the current enrollment. The other list concerned needs for equipment, supplies, and enlarged facilities for improving the college's programs, all to the tune of about \$210,000.

Dille turned to the Foundation for help in preventing a crisis. He told the Executive Board that the college would need \$6 million over five years just to hold steady. While most of this would obviously come from the Legislature, Foundation support would have to grow as well. "If we are to do what we want to do we could use in the next five years from our alumni and friends \$664,750," he explained. Half of this money would be used for scholarships, half for development. In essence, Dille asked the Foundation to launch a major fund drive.

Late in 1971, as the Board considered Dille's request, Paul Feder made a renewed appeal for aid from parents and alumni. He did not exaggerate in pleading that "the need is greater than ever since many ambitious and deserving students have been unable to find jobs to help earn their own way."

At about the same time, several of the MSC faculty launched their own initiative to obtain donations from their colleagues. This mini-drive was christened the "Dollars for Scholars" program, and like the Presidents Club, student scholarship funds was to be the focus of the effort. In the words of one of the faculty, "any help we can give to make it possible for students to get an education will be a commitment to the future." As chairman of the campus solicitation, "Soc" Glasrud sought to obtain "100% participation by the entire faculty and administration," and nearly did so. This effort yielded thousands of dollars, which were added to the college scholarship fund.



*Mr. and Mrs. James Durham of the Parents Association.*

Soon after, the Foundation's full Board of Directors approved a proposal to engage a private consulting firm, Conway Associates of Fargo, to manage a fund drive. After several months of preparation, the drive was officially announced in December, 1972, by the Foundation's second president Marvin Koeplin. The goal was for \$500,000 in donations within three years. The drive was designated the "Promise of '76" campaign.

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This was a very ambitious plan for an organization as young as this one, particularly in light of the times: “stagflation” haunted the economy, college enrollments were declining nation-wide, the first soft murmurings of middle class “tax revolt” were in the air. Under the circumstances, the “Promise of ‘76” campaign reflected both the enthusiasm and the vision of the young Foundation.

The alumni of Moorhead State would be the key to the success of this campaign, for the bulk of the goal depended on their support. Thus, Dille was quite concerned that the campaign be carefully managed. He warned the Conway consultants that nothing must be done to risk the college’s “reputation, not great but nevertheless real, for believing in excellence ... we are not willing to sacrifice our reputation for the sake of public relations.” Dille did not doubt that the campaign would yield sufficient money for scholarships, but he was less certain about getting large donations for research, equipment, and the other development targets.

The campaign began with a very significant pledge of \$52,000 by one of the Foundation’s charter members, Clara Cupler Kornberg. The Allis Foundation in St. Paul soon after awarded a \$26,000 scholarship grant to the total and several Moorhead firms also contributed several thousand dollars. By March, 1973, the “Promise of ‘76” already had brought in \$125,000, or 25% of the goal.

But the nature of fund raising is such that, while rapid progress happens at the opening of a campaign, additional success requires more and more effort. As one of those involved in the Foundation reflected, “we’ve found that it takes a bit more work to raise \$300,000 dollars than it did to raise \$60,000.” It was time for redoubled efforts.

R.S. Gilderhus chaired a drive to recruit at least 15 more members for the Presidents Club. Noting that this would add another \$37,500 to the goal, Gilderhus stressed that the aim was to provide “a continuous flow of scholarship funds.” Within eighteen months, Gilderhus and his team had not only met this goal but exceeded it. The MSC faculty held another “dollars for scholars” drive on the campus for additional contributions, and these were added to the total.

In the end the last hurdles of the “Promise of ‘76” goal depended on the alumni of MSC. The Conway consultants had devised a plan for soliciting alumni contributions that would use mail appeals, phone appeals, a film, and a series of dinners for alumni. Since so many of the college’s graduates had settled in the Twin Cities, the alumni campaign was to be centered at that site.

But this part of the campaign had difficulties. The alumni appeal required volunteers to call on other alumni and these had to be recruited. In an interim report on the volunteer recruitment, a Conway consultant admitted that at one organization dinner “we did not make enough table-by-table emphasis” on recruitment, and by the time the consultants prepared a follow up it was too late in several cases to obtain a work commitment.

Moreover, some of the MSC and Foundation people thought that the consultants were too somber and heavy-handed in their approach. For example, in an outline prepared for a rally to be held at the Moorhead Holiday Inn, the consultants went to the length of scripting the parts, and even the actual words, of Dr. Dille, Dick Gilderhus, and Marvin Koeplin. Dille, who was accustomed to relying on his own talent with words, was



*R.S. Gilderhus served as general chairman of the “Promise of ‘76” campaign.*

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annoyed by this. Other materials from Conway Associates lectured the volunteers on department, attendance at planning meetings, and other specifics. One consultant worried that there were not enough “heavy-weights” among the volunteers. These types of things understandably alienated some of the workers. Dille felt then, and still feels, that Conway Associates “took the fun out of the effort” and alienated both volunteers and potential contributors.

Whatever the causes, fewer alumni responded to the appeals than expected. Those that did respond were more than generous in their support, especially when one considers that so many were teachers with a limited amount of extra income. Indeed, many of those who first came to the aid of the college at this time have proven through the years to be among the most reliable supporters of the Foundation. But as a whole, the alumni could not meet the consultants’ targets, and the “Promise of ‘76” campaign ended short of its goal. Donations for non-scholarship needs were well short of what the Foundation had sought.

In assessing the lessons of the campaign, the Foundation recognized that the state of the economy in 1975 and 1976 worked against MSC and the Foundation; inflation was high, taxes equally so; some who would willingly have given simply could not afford to. Roland Dille also pointed to an important

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reason for the shortfall in alumni dollars: the use of outside consultants had not touched the *emotional ties* of many alumni. "We learned," he concluded, "that if you wanted to really grab the heart of a Moorhead State grad, you needed another Moorhead State person talking to him." Dennis Troff, a member of the Foundation Board during the campaign, agreed with this assessment. Outside professionals for planning and administrating are fine, he concluded, but since a donation is "essentially an emotional investment," it only makes sense to rely primarily on volunteer leadership.

Moreover, the *real purpose* of the campaign had been accomplished, regardless of the final tally in dollars. For the money collected was used largely for scholarships in order to maintain the student enrollment. Speaking to the Foundation's Board of Director's Annual Meeting, Dr. Dille said that the scholarships provided by the fund raiser were what enabled MSC to "turn the tide of the decline in enrollment."

In this most important sense of the word, the Foundation had fulfilled the "Promise of '76."

## New Faces, New Challenges

Chet Lacy, retired from Moorhead State during the last phase of the "Promise of '76." President Dille gave him the lion's share of the credit for the very existence of the Foundation: "it could not have been started without his experience." In a sense, Lacy's departure marked the end of the Foundation's childhood. Now it was coming of age.

Its future would rest with the people that guided the next phase of its development. It was fitting that this was the case, as Soc Glasrud reminded everyone. Writing in 1975 to commemorate the transition from Moorhead State College to Moorhead State University, Glasrud noted that : "We are a common type, a garden-variety kind of college, that began as a Normal School, became a teacher's college, then a state college, and now a university." But then he asked: how "can a college, now a university, that develops in such a [common] way, *be any good?*" Glasrud found his, and Moorhead State's, answer as Livingston Lord had found it: a university became excellent "*through people* — they always make the difference, the distinction."

Like the school, the Moorhead State University Foundation had earned its distinction from the quality of the people associated with it. The work of Dave Torson, Vincent Murphy, Jim Durham, Paul Feder, Marvin Koeplin, Dick Gilderhus, and many others had made the difference between a garden-variety fund raising group and an outstanding organization that was already being copied by other Minnesota state universities.

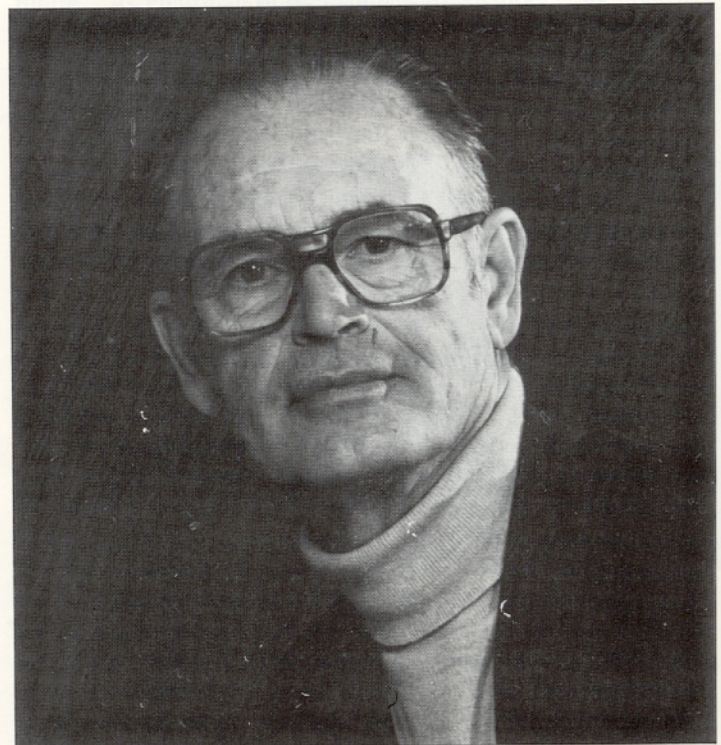
With the closing of the "Promise of '76" campaign, it was time for the Foundation to take stock and make some adjustments for future success. The problems encountered during the fund drive pointed to one weak point: MSU's alumni relations. MSU had had unexpected trouble drawing alumni support. Robert Stenerson, then a member of the Board, summarized the situation succinctly: "We really felt that the alumni were the real key to the future support [of the University]." Since the Foundation Board could do little in this area, the challenge would be in the hands of the MSU administrators.

One of these was Chet Lacy's immediate replacement as Director of Development, Dr. John Jenkins. Jenkins had been with Moorhead State since 1945, serving in a variety of

administrative positions. He had also been active in community organizations like the United Way and the Arts Council. Jenkins was, in the view of a colleague, "one [who] accepts willingly responsible and demanding positions...not to gain self-recognition, but primarily to help make this community a better place to live." Since 1971, Jenkins had been the Foundation's Executive Vice-President, in which capacity he and his assistant Lucille Kresal managed the Foundation's correspondence and other records (the preservation of which, incidentally, has made possible this history).

Jenkins had already contributed to the development of the Foundation. Working with the Scholarship Committee in 1973, for example, he outlined the key determination that the Foundation would award scholarships on the basis of merit instead of need. To qualify for the basic freshman scholarship, which then amounted to \$300 for tuition, an incoming student had to have certain minimum scores on the Scholastic Aptitude Test. Jenkins was able to report to the Foundation that in the 1973-74 academic year, Moorhead State had been able to offer, for the first time, "a significant number of gifted students some recognition." It was probably no coincidence that 1973 was also the first time in four years that freshmen enrollment increased at the College.

And enrollment continued to increase. Between 1976 and 1980, the number of freshmen at MSU went up 23.8%, *even though* the number of high school graduates in Minnesota declined each year. The University, in fact, had record enrollments during this half-decade. Both the quality of education and the availability of Foundation scholarships can be credited for this pleasant situation.



John Jenkins, Foundation Executive Vice-President from 1971 to 1976.

As Director of Development, Jenkins worked with the Foundation just one more year, then retired in 1977. But in that time, he helped to lay the ground for an expansion of

Foundation activities. In particular, he and Gerry Haukebo did much to conceive and develop the Phoenix Society.

This was essentially a smaller version of the Presidents Club, in which people would join by pledging \$100 per year for five years to the MSU Foundation. The Phoenix Society (its name was the brainchild of Ron Matthies) was designed to attract greater alumni support for the University and its organization was unveiled in the December, 1976 issue of the *Alumnews*. Any alumnus who joined the Society had their alumni dues taken from their pledge. Dr. Dille began a short newsletter entitled *Phoenix Fire* for keeping in touch with the members, and a variety of dinners and other functions were held to stimulate interest. Within a few months, the Phoenix Society had 70 charter members.

Along another line of pursuit, Vincent Murphy agreed to become the University's Director of Deferred Giving, and began counselling other MSU alumni on the intricacies of making bequests to their alma mater. Murphy's wife, Katherine, became the Special Projects Coordinator for the Foundation at the same time. Mrs. Murphy would plan special events such as concerts and lectures funded in part by the Foundation. It was evident that the University and the Foundation were finding new means to meet their goals.

Another emerging name in connection with the Foundation was Dr. Gerry Haukebo. As the Director of University Relations at MSU, Haukebo would coordinate the University's public relations efforts. As a member of the Executive Committee, he would be in a position to link this to the Foundation. Like Dr. Dille, he was concerned that MSU build new bridges to its alumni, and saw that the task must begin with "projects for deepening and strengthening public interest in MSU." Only after this was accomplished could the University and the Foundation return to the "larger task" of "a continuous, systematic and effective program for ... financial support for scholarships, teaching, research and other special needs."



*Gerry Haukebo served as Executive Vice-President of the Foundation until 1987, and was instrumental in obtaining the Pondersa property for MSU.*

Haukebo aimed to develop alumni relations as a first step toward increasing the annual contributions to the Foundation. He also wanted to find a way to get more people to contribute to the Foundation for programs beyond scholarships. This was, of course, the one area in which the "Promise of '76" had fallen well short of its target. "Development capital was what we needed," Haukebo recently recalled. "With funds earmarked for faculty research, or equipment, or a President's discretionary fund, I just knew that we could do so much more." Haukebo began looking for what he called a "breakthrough concept" for drawing development capital.

## Annual Fund Drives and Phonathons

As the administration continued to rebuild alumni ties, another newcomer was planning a new phase in the Foundation's work. Frank Williams, a 1962 graduate of Moorhead State, took on the task of Director of Development in early 1979. He analyzed the progress of the Foundation and concluded that MSU marketing operations were better "compared to all other institutions I have observed in recent years." Now, Williams wanted MSU to take advantage of their success and begin annual appeals to the alumni. The Foundation Board adopted William's suggestion in July, which was quite a commitment since the members knew "they would be called upon for work on the drive." The First Annual Fund Drive was scheduled for the coming October. The Drive was announced in press releases and a special article on it was included in the University's *Alumnews*. The alumni were made aware that inflation during the 1970s had endangered the quality of learning at MSU. While the budget from the State Legislature was sufficient to maintain programs "at present level," only Foundation money allowed the University "to add or improve or experiment."

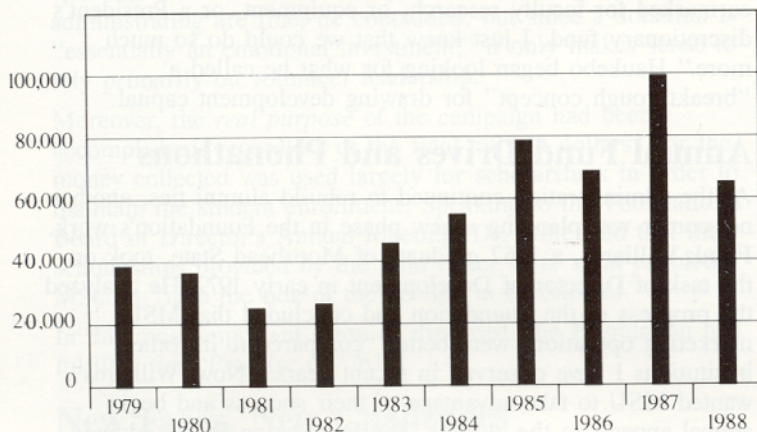
This time, the Foundation did not set a specific target for contributions. The Board also avoided the use of outside consultants. Working with the Foundation Board, Williams and Haukebo made the appeal with volunteers from the Foundation, the University faculty and staff, the Alumni Association, and members of the community.

The volunteers were organized into shifts in order to conduct a phonathon campaign. Between October 28 and November 15, 1979, they contacted over 11,000 Moorhead State alumni living in five states, and as a result got over \$40,000 in pledges. When these donations were added to those made by faculty, members of the Presidents Club, the Phoenix Society, and other sources, the Foundation had had a record year in fund raising.

The annual fund drives thus began on a promising note, and Frank Williams admitted to being a bit surprised at the scale of success: "we didn't know what to expect our first year at this." As the final total for the Drive was tallied, he praised the Foundation for obtaining "the backing from the community that we dearly needed." Dennis Troff also praised the work of the volunteers and the success with alumni. Remembering the problems that had existed with alumni pledges in 1976, he emphasized that MSU and the Foundation "had re-evaluated and went forward in a very logical manner... we worked hard, [first] on alumni relations, then on alumni fund raising."

The most important outcome of the First Annual Fund Drive was the fact that in 1980 the Foundation doubled the amount of scholarship money it awarded to MSU students. This was possible because in Dr. Dille's words "the spirit of giving that began this school still exists."

**Phonathon Totals 1979-1988**



## The Foundation and the Community

By late 1979, the MSU Foundation was well recognized in the Fargo-Moorhead community. It had been in existence for over a decade, and of the 100 members in both the Presidents Club and Phoenix Society, many were area residents. Some were members of the business community, others retired educators, still others alumni of Moorhead State. All of these various people had a common interest in education and had chosen to support learning through the Foundation.

It was appropriate, then, that many of the Foundation's achievements brought benefits not only to the University but to the community as well. No history of the Foundation would be complete without some mention of these common benefits.

In 1979, for example, the Foundation worked with Dr. Delmar Hansen of the MSU faculty to raise funds for the Straw Hat Players summer theatre company. Straw Hat Players had existed since 1963, and its productions were being attended by as many as 15,000 people each season. Production costs for the company were provided by MSU's regular budget, but Dr. Hansen persuaded the Foundation to help him raise scholarship money in order "to draw top quality young actors and technicians here for 10 weeks each summer." In this first effort, which began with a benefit performance of the musical review "Side by Side by Sondheim," over \$17,000 was raised for the program. The Foundation also created a Straw Hat Players Steering Committee for scholarships and continued to aid the troupe each successive year, much to the delight of Fargo-Moorhead's theatre goers.

In similar fashion, the University and the community have mutually gained from a variety of other activities supported by the Foundation. The Foundation contributed funds toward scholarships for migrant students as well as for minority students at MSU. Funds were granted for special events on campus, including outside speakers, recitals, and other performances. Students obtained Foundation money for special projects; in 1979, for example, the campus Outing Center arranged a weekend camping trip for a group of MSU students and exceptional children from the community, paid for by the

Foundation. The Foundation enabled President Dille to have a discretionary fund to use for supporting faculty research and creative activities. All of this would not have been possible without Foundation aid — both the University and the community would have been the lesser without it.

In 1979, Frank Williams and Gerry Haukebo devised an event that has gone on to become one of the most popular programs with the community. This was the first Dragon Open Golf Tournament, held at the Oxbow Country Club. The concept of the event was simple: area golfers paid \$100 entry fee each to enter the tournament and play on teams of four. All prizes given in the tournament, including special awards for individual and team scores, were donated by area merchants.

The Dragon Open proved to be a very popular event, and the Foundation decided to repeat it every year. Ken Benson, who became the Foundation's eighth president in 1980, says that the Dragon Opens have "opened many doors" for the Foundation. Persons who had never before responded to earlier Foundation activities were attracted to the golf tournaments. "These are really fun events," Benson stresses, "and the public relations benefits are absolutely outstanding; I'm really quite proud of these tournaments."

Although the profits from the Dragon Opens are fairly modest — a few thousand dollars after all fees and costs are paid — the enduring popularity of the tournament has repaid the Foundation many times over. In 1988, the tenth Dragon Open was held at the Moorhead Country Club. Over 30 area businesses contributed prizes and advertising to the event, strengthening the tie between the Foundation and the community.

Golf tournaments, recitals, special awards, conferences: these are brief examples of Foundation-sponsored activities that have taken it beyond its first goals. The Foundation began by raising money for individual scholarships. But when its founders wrote its incorporation document, they had the foresight to see that it could do much more, and so proclaimed their intention to pursue "the advancement of scientific, literary, and educational knowledge," not just for the benefit of MSU students, but for every interested person. Within a decade of organization, the Foundation's members were already fulfilling that intention, and their efforts, only briefly sketched here, will be lasting monuments of their worth to their community.

## Ponderosa Purchase

Gerry Haukebo, as mentioned before, had set out in search for a "breakthrough concept" with which the Foundation could begin raising development capital for MSU. In 1977, the "concept" more or less fell into his lap. It was, in the words of a Foundation supporter "one of those things that just kind of happens."

The Elks Lodge of Fargo had operated a small golf course for a number of years. The course, called the Ponderosa, is located on a 220 acre site near Glyndon, about 10 miles east of Moorhead. By Fall 1977, the Elks wanted to give up ownership of the course, because changes in the North Dakota tax laws had made it a money-losing venture. Dennis Troff was president of the Foundation at the time, and heard that the Elk's were looking to sell or donate the course. Intrigued at the possibilities that such a property might hold for the Foundation, he called Dr. Dille and asked: "what do you think of the Foundation owning a golf course?" Dille frankly

believed that the University would have “no real use” for a golf course per se, but thought the property might eventually be used for another purpose. He told Troff that he had no objections to the Foundation checking further into the matter.



*Dennis Troff was president of the Foundation at the time of the Ponderosa acquisition.*

Troff, together with other members of the Foundation Executive Committee, met with representatives of the Elks to discuss possibilities. Paul Feder, a Board member since 1971, pointed out that the Foundation’s role was in support of education, and that no arrangement should be made without scholarship contributions by the Elks, and the Elks agreed to this. William Dosland, a former Board member and a lawyer, volunteered his services in checking on how obtaining the Ponderosa would affect the Foundation’s tax-exempt status. He suggested that any arrangement should be contingent on an IRS ruling that protected this status.

By late October, 1977, the Foundation and Elks had negotiated a tentative agreement in which the Foundation would accept the Ponderosa property, taking a contract for deed for 15 years. The Elks in turn would lease and operate the golf course. In addition to the generous contributions that made the purchase possible, the Elks would also donate some \$5,000 to the Foundation’s scholarship fund each year during the term of the contract. The Foundation was free to develop the remainder of the property for educational purposes, as Dr. Dille wished. As designed, this was to be a transaction that mutually benefited the parties involved.

On November 4, the full Board of Directors of the Foundation approved the contract with the Elks. The deal was not finalized until 1978, however, when the IRS ruled that the Foundation retained its tax-exempt status. On March 17, 1978, MSU announced the transaction; the press release stressed the long-term intention that the Ponderosa property would be used

to “provide recreational and educational service to the university community.”

## Creating a Science Center

Gerry Haukebo saw in the Ponderosa acquisition great potential for his “breakthrough concept” and asked members of the MSU faculty to meet with him to discuss possible educational uses of the site. Out of these discussions came several proposals, such as using the grounds for a conference center, a retreat, and a variety of other alternatives. But a proposal by Tom Collins of the Biology Department came to be the most significant suggestion. Collins’ remarks are therefore worth quoting in some detail. He noted that:

“From the standpoint of the local ecology and natural history, the Ponderosa [site] has much to offer. Situated on a beach of the glacial Lake Agassiz, it contains several desirable habitats. Its location adjacent to Buffalo State Park combines the holdings into a contiguous land area in which minimal changes have been made in the topography, vegetation, and drainages. Its proximity to MSU is ideal... for the teaching and study of biology.” Collins asked for permission to take students to the site to observe the ecology and perform field studies.

Although he had no way of knowing it at the time, Tom Collins’ suggestions became the kernel of a new departure in education at MSU, and a new era for the Foundation.

The Foundation established a Ponderosa Committee, with Dennis Troff as chair, to manage the newly acquired property and coordinate the relationship with the Elks. In 1979, Frank Williams joined Gerry Haukebo to plan the “academic purposes” of the property. By the end of the year, Williams reported to the Foundation that “nine academic areas had been identified as possible potential users of the facility.” Many of these were closely related to the science fields that Tom Collins had outlined. Williams and Haukebo felt that the ultimate educational use of the Ponderosa site should be carefully planned without undue haste. Dr. Dille and many of the Foundation’s Executive Committee also favored a deliberate, unhurried pace to ensure that the best possible program be prepared. The cost of the site was being paid out over a long period of time. As long as the expenses and income of the golf course remained a concern of the Elks, there was no need to rush the matter.

But the Elks found that they were losing money with the golf course: nearly \$30,000 in losses from 1978 to 1980. In 1980, representatives of the lodge suggested to the Executive Committee that the course be closed down. At that point, some individuals also suggested that the Foundation might best sell the property. But Haukebo, Williams, Dille, and others remained convinced that this should not be done. As Williams wrote in his 1980 annual report to the Board: “Ponderosa continues to have an academic possibility that could help make Moorhead State University one of the most unique institutions in the upper Midwest.”

The Foundation ultimately decided to join with the University in managing the golf course, in the hope that they might at least break even financially. As we shall see, this did not prove to be the case.

Now, the effort to develop a valid academic program intensified. Although other ideas were considered, the science suggestions made by Tom Collins dominated the discussions. Ponderosa is, as Collins had said, particularly suitable for a

variety of sciences. Situated between Buffalo River State Park and the 1200 acre Nature Conservancy, it was ideal for the purposes of an outdoor laboratory. The University's Physics Department, for example, saw the potential for placing a small observatory on the property. Not only would an observatory contribute to the scholastic program, the department chairman emphasized, it would also attract funding from the National Science Foundation. The Minnesota Department of Natural Resources also expressed enthusiasm for a science facility.

Taking these ideas as a starting point, Haukebo prepared in 1981 a prospectus for "a regional science study center." This five page document envisioned that a science center could encompass nature trails and ecological stations, a solar energy station and an observatory, and sites for the study of regional biology, geology, and botany. Haukebo pointed out that a center could be used to educate MSU students, young people from other colleges, children from area schools, and a variety of special groups. He recommended that the Executive Committee authorize a full feasibility study for such a center.

In February, 1982, the Ponderosa Committee eliminated other options for the property and recommended the following resolution: "It is the intent of the MSU Foundation to explore the potential of the Ponderosa site and to work with interested agencies, organizations, and institutions to provide the greatest possible regional service through a science study center." The Foundation Board committed itself to a science center at its annual meeting.

Ponderosa was from 1982 on destined for science education. To support the planned center, the Foundation would now begin raising funds for University development purposes as well as scholarships. Thus, what had begun as an idea, a "breakthrough concept," had become a reality that would carry the Foundation and MSU to greater prominence.

As the science center was adopted in principle, MSU and the Foundation turned toward specific planning. The University established a 12 member advisory committee to consider needs for a suitable facility. Haukebo had already obtained a \$1,000 grant from the Danforth Foundation to use for a two-day conference of educators and others to study development ideas. He also raised \$25,000 to pay for a site analysis and preliminary plan to be conducted by landscape architects. These monies were provided by five groups: the Danforth Foundation, the Fargo-Moorhead, Black, and Alex Stern Foundations, and the Francis Frazier Comstock Fund. The analysts, architects from the Farber Associates of Minneapolis, worked with members of the MSU faculty, the advisory committee, and experts from the Department of Natural Resources to prepare their site analysis and conclusions.

When this report, entitled the *Regional Science Center Comprehensive Development Framework* was completed in 1983, it set forth objectives for a science center. These objectives can be summarized as follows: the preservation of the ecology at the site; the creation of "facilities and programs for outdoor learning;" the development of an outreach program to area schools; and the use of the property for scientific research. The analysis noted that a university-operated outdoor science facility would be unique in the Midwest, and with 30,000 school age children and 18,000 college students within a 30 mile radius of the site, it would be easy to find an audience for its programs. Moreover, an outdoor center would be a great departure in science education, coming at a time when concerns were growing that American students were falling

behind in their understanding of science. Therefore, Moorhead State would once again lead the way in devising a novel solution to a problem.

The report also laid out a series of possible "science stations" that would be used to provide education and research in geology, astronomy, energy studies, zoology, botany, archaeology, meteorology, and hydrology. A system of walking trails was placed into the design to link these stations, and suggestions were included for renovating the golf club house for use as an administrative building for the programs.

The analysts recommended that MSU and the Foundation proceed to develop a science center, but to do so slowly. A "3 to 5 year development plan" was in order, "with each step planted soundly on the success of previous effort." To do otherwise would jeopardize the ecology of the site and the quality of the program. The analysts also recommended that a "staff director" be hired to coordinate the programs as they were developed, manage the science stations, plan workshops and visits to the facility, and work with the faculty of MSU.

In regard to the golf course, the report admitted that its future had been the subject of "numerous discussions" among the experts and the advisory committee. The report indicated a "general agreement" that the course be maintained only "until such time that scientific educational and research activities require additional land." In no case should the "non-scientific recreational usage be allowed to pose a conflict with the stated goals and objectives of the Regional Science Center."

The Foundation members approved the conclusions and recommendations contained in the *Comprehensive Development Framework* without dissent. Soon after, Judge James Garrity, the 1983 president of the Foundation, named a 7 member



Nancy Harger explains environmental science to a local school class at the Science Center, 1986.

group to act as a site development committee for the science plans. As funds would be needed to create the science stations, trails, and other facilities called for, the Foundation now began the first sizeable efforts at fund-raising for development capital since the "Promise of '76" campaign. Some of the first contributions were obtained from area banks, and the Stern Foundation contributed \$20,000 for developing the site. The Minnesota Higher Education Coordinating Board provided \$8,000 to use for creating a program of field trips and classes at the center for area schools. All of these contributions were used to build the new science education program at the Ponderosa site.

In 1984, MSU hired Nancy Harger, an interpretive naturalist, to be the Director of the Science Center. Harger began her tasks immediately, and by the end of the year over 2200 persons, mostly school age children, had visited the Center. Others, including elderhostel groups, clubs, and special researchers, also came to the Center "to get their teeth into science with practical, hands-on experience." During 1985 the number of visitors doubled, and within two years more than doubled again.

By 1985, the success of the Regional Science Center as an innovation in science education was obvious. But it was also a symbol of the Foundation's success. Still consisting of a group of dedicated volunteers, the Foundation was finding imaginative new ways to carry forward its corporate mission in support of quality education. The Science Center was its most striking success to date. In 1986 and 1987, the Foundation would tackle its greatest challenge yet.

## Genesis of the Centennial Campaign

In 1984, the Foundation completed its 15th year of labor in the service of Moorhead State University. So much had occurred since that night in 1969 at the Rex Cafe.

The Foundation had begun as a dream of a few dozen members of the Presidents Club. Now, more than 120 individuals and companies had been members of the Club. In 1969, few even dreamt of something like an annual fund drive or of obtaining sizeable donations on the other side of the Red River. In 1984, the Fargo Bank Clearing House contributed \$25,000 to the Sixth Annual Fund Drive. Scholarships for individual students were virtually non-existent in 1969. In 1984, the Foundation awarded multiple, four year scholarships for the first time. Links between Moorhead State and the Fargo-Moorhead business community had been, at best, tenuous at the end of the 1960s. In 1983, the Foundation established a Development Council. Presided over by Pioneer Mutual Life CEO James Swedback, made up of business, civic, and professional leaders, the Council was devoted to University-business relationships.

The Foundation Board members had altered their methods several times to reflect the growing complexity of their work. With the help of Frank Williams before he left MSU in 1980, they had created a deferred giving program to attract long range contributions. They had created a Long Range Planning Committee. They had forged ties with a host of educational and civic granting agencies, with corporations and businesses both local and national. They had worked, learned, invented, tested, relearned, and worked again. They had seen so much change, so much progress in so little time.

And what of Moorhead State? As the University approached its

100th anniversary, what had it gained from all this activity? Well, for one thing, the University distributed over \$160,000 to some 300 students in 1984, as opposed to \$5,700 in 1970. That meant an average of \$500, or about one-third of normal yearly tuition, for each student, courtesy of the Foundation's scholarship fund.

During the early 1980's, total enrollment at MSU dropped, as it did at every other state university. But it dropped less than expected at MSU, even though the number of college age young people in the service area had declined considerably. In 1984, enrollment turned around and rose 2%, when a 3% decline had been predicted. Moreover, the academic quality of the incoming freshmen, as reflected in their high school grades, was better than ever before.

Beyond scholarships, there were also the nascent Science Center, the Straw Hat Players funds, small business workshops, and other special events paid for with Foundation money. There was also the beginning of a discretionary fund for faculty research and creative work. Beyond the dollars and cents, there were the Dragon Opens, the Development Council, the improved alumni ties, and numerous other enhancements in public relations that followed on the heels of Foundation efforts.

By any unit of measurement, Moorhead State University had gained a great deal indeed. But now it was to gain more. In 1984 the Foundation Executive Committee, in consultation with Dr. Dille and Gerry Haukebo, took steps toward a capital campaign. The basic idea as it was first conceived was to hold the Foundation's largest fund raiser to date, and to time it to coincide with MSU's centennial celebrations.

The Executive Committee commissioned consultants of the Thomas W. Miller firm to conduct a feasibility study during the summer of 1984, to learn whether or not the Foundation could hope to raise \$2 million in a major campaign. The consultants interviewed 69 residents of the area who "represented a cross section of the professional, industrial, financial and commercial leaders believed to have an interest in the proposed campaign." Following the interviews, the consultants examined data on the University, the Foundation, and the economic climate of the community. They rendered their findings in a 25 page report on September 14, 1984.

The findings in the report were mixed. The consultants found a good deal of support expressed for MSU, but this was countered by an uncertain economic climate in the region. They felt that the \$2 million goal would be difficult to achieve "unless a windfall gift of approximately \$250,000 were to present itself." They therefore suggested that the Foundation and MSU would need to hold a "pre-campaign publicity effort" to prepare the way, then conduct a one year drive. The report concluded with one bit of excellent news. Regional Science Center funding, intended as the heart of the campaign, had "readily evoked an enthusiastic response on the part of four out of five of those interviewed."

The Executive Committee reviewed the Miller report, and decided to recommend that the Foundation undertake a drive. Foundation President Kermit Alveshere presented the recommendation and the Miller report to the Board of Directors meeting in October, 1984. Alveshere pointed out that the much improved alumni relations, so important in the annual drives, would be a big factor in a successful drive. Dr. Dille thought that there might never be a better time for a



major drive than during the centennial celebration. After discussion, and agreement that the Foundation should retain a consultant to begin the drive, the Board voted unanimously to "take the plunge" for a capital campaign.

A second consultant firm, Grenzebach and Associates of Chicago, was hired to develop a plan for a campaign. When this firm presented its plan in May, 1985, their views were more optimistic. They believed that the Foundation and MSU should conduct a *three* year campaign that targeted all of the University's constituents: alumni, community, faculty, corporations, and businesses. Moreover, they suggested that the Foundation *could* raise two million dollars or more, broken down into various categories. They suggested that the money could be raised by permitting donors to pledge an amount that could be paid over five years.

Their campaign plan contained a month by month calendar of events and activities, strategies for solicitation, and information concerning tax benefits for donors, endowments, and bequests. They also prepared a blueprint for the campaign committee structure from a steering committee on down. Finally, they stressed that "flexibility is the key to good fund raising."

After studying the report, the Executive Committee considered the many possible needs of the University in order to design the campaign categories and determine a final target figure. Pat Benedict remembers that the Committee settled on "about \$3 million as a consensus figure." The actual target figure was \$3,179,000. The Science Center was to be the major recipient of the funds raised in the campaign. After further details were considered, the campaign was ready.

## The Centennial Campaign Begins

It would be presumptuous to think that a definitive history of the Centennial Fund Campaign could be written at this time. With the campaign so soon ended, having involved the actions of literally hundreds of people, the events are too recent for complete comprehension. What follows then is a summary of the major activities; readers are referred to the campaign's "summary report," still being prepared at this writing, for more overview and detail.

Having decided to "take the plunge," the Foundation devoted the spring and summer of 1985 to preparing for the campaign kick-off. Nothing can provide a better contrast between this capital campaign and the previous "Promise of '76" effort than a review of what occurred in these months.

Both the Miller and Grenzebach reports had suggested two vital steps: that the Foundation establish a steering committee to coordinate the campaign; and that the campaign itself be *co-chaired* by two community leaders, one from Fargo, one from Moorhead. This second bit of advice was carried out when Charles Shamel, President of American Crystal Sugar, and C.W. "Connie" Andrews, general manager of distribution for Northwestern Bell, agreed to jointly chair the campaign. Andrews also agreed to co-chair the Steering Committee with Charles Bohnet, current president of the Foundation. Bohnet later also became co-chair of the campaign when Shamel left the Fargo-Moorhead area.

The remainder of the Steering Committee consisted of Jack Arneson, Dan Beck, Pat Benedict, Donna Chalimonczyk, Geraldine Clapp, Roland Dille, Betty Feder, John Hrubesky, Tim Murphy, Darold Rath, Charles Shamel, Larry Sullivan, and Gerry Haukebo. The Committee thus consisted of people

who, like Betty Feder, had been with the Foundation since its inception, plus relative newcomers like Anderson who brought with his commitment new energy and ideas.

The Steering Committee undertook a variety of preliminary chores. They hired staff to handle clerical and research tasks for the campaign. They obtained computer access from the University, and worked with the consultant to prepare office forms and procedures. They reviewed designs and supervised the printing of campaign literature. They also conceived the campaign theme — "Celebrating our achievements, preparing for our future" — which fit both the Foundation and MSU's centennial.

Subcommittees were established for each of the target groups to be solicited: Leadership Gifts, Major Gifts, General Gifts, and Future Gifts. One person from the Steering Committee was a member, and sometimes a chair, of each of these. In order to solicit community leaders and businesses, the Steering Committee developed a system for making presentations with its own members and other volunteers. The volunteers for these and other tasks were trained with the help of the consultants to ensure that all solicitations would be consistent and positive, so that "the good will of the donors becomes increased" as a result.

Only after all these tasks had been accomplished — an incredible amount of work on the part of the Steering Committee members — was the campaign publicly announced. The Foundation distributed on September 25, 1985 press packages containing the announcement, a breakdown of the campaign's goal, and donor information. The campaign would commence immediately with leadership and major gifts drives, and culminate in a general gifts drive during the MSU centennial celebration. The total goal of the campaign was \$3,179,000, with the lion's shares of the target intended for the Regional Science Center (\$945,000), academic excellence through scholarships and faculty development (\$575,000), and an international exchange program (\$205,000).

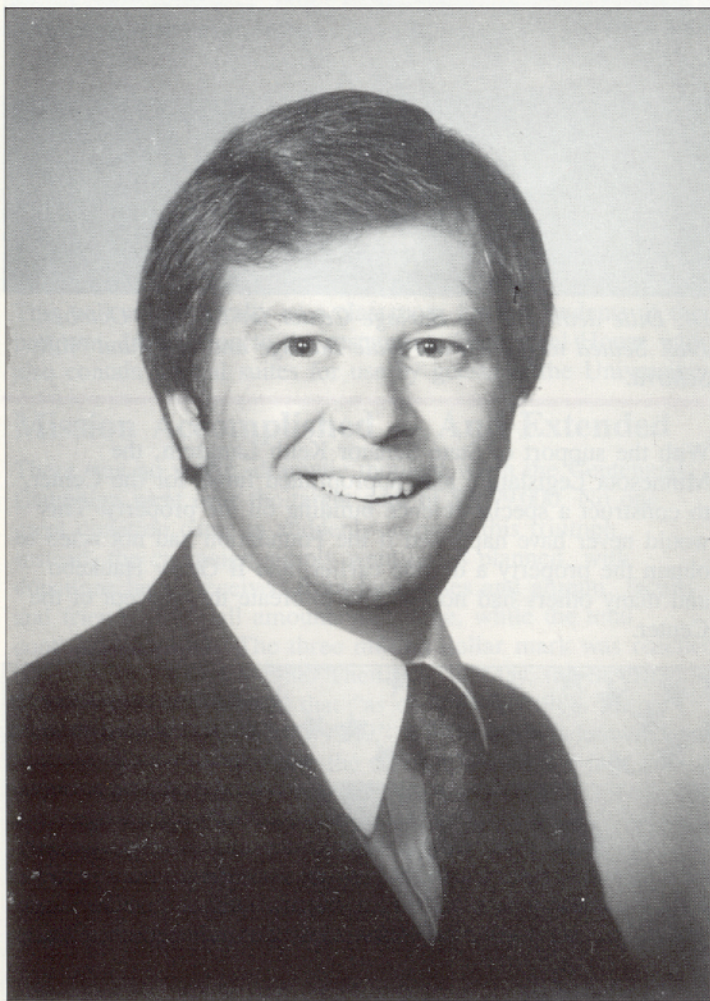
In announcing the campaign, Foundation president Charles Bohnet remarked that "we must recognize that private philanthropy supports many worthwhile endeavors in this country." Those who subsequently donated to the campaign would choose as their cause "the opportunity to provide an extra share of support to accelerate excellence" at MSU, he concluded.

## Effort and Progress

As usual, the fund raising began with substantial gifts already pledged by the members of the Foundation and Presidents Club. By January, 1986, \$70,000 had been pledged by members of the Board of Directors, a tribute to the energies of the Board Gifts group, chaired by Betty Feder. This constituted nearly a third of the \$232,000 raised to that point, and the figure would continue to rise.

The total figure had risen to \$324,000 by March. Of these pledges and donations, the greatest amount, over \$100,000, had been designated for scholarships. A further \$174,000 was given to the campaign without restrictions. Only \$30,000 had been designated for the Regional Science Center to that point, and this was the cause for some concern. Several proposals to major corporations and foundations were still being considered, however.

By June, the campaign total had reached \$475,000. This was encouraging, since large numbers of alumni had yet to be approached in the campaign. However, there was still concern that a large pledge had yet to be received for the Regional Science Center development. The Center was therefore highlighted in the first issue of the campaign newsletter, published in July, and the University created a video about the projected science education program.

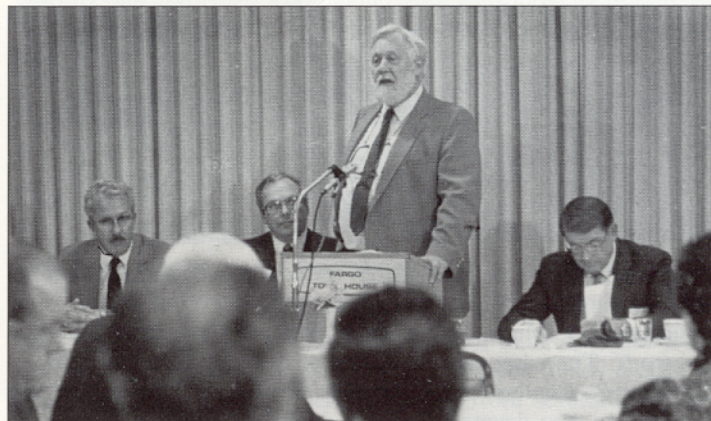


*Dale Barlage.*

Soon after, the Center was the object of what came to be the largest gift of the campaign, indeed the largest gift in the history of the University. Dale Barlage, a graduate of the Moorhead State class of 1968, pledged \$300,000 to the campaign. Barlage, a vice president at Dean Witter in Wayzata, had majored in mathematics and science while at MSU. He termed his gift "my way of thanking the university for what it has done for me." Barlage's pledge was the kind of "windfall gift" that the consultants had called for in order to demonstrate the seriousness of the science education program. As money has a way of doing, this attracted further money in support of the Science Center. It also, combined with other donations, placed the campaign over the one million dollar mark almost exactly a year after it had begun.

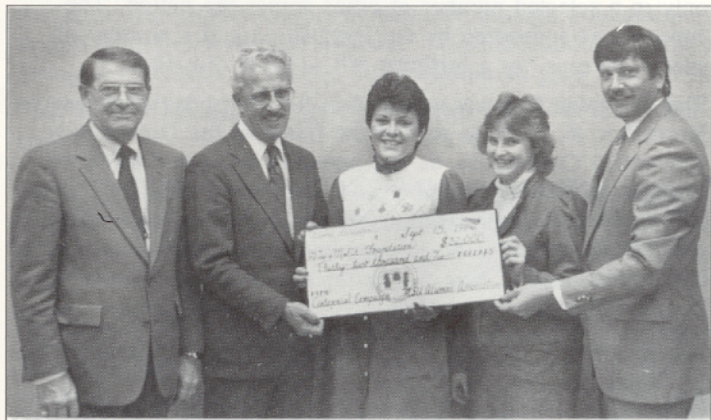
Now the Foundation kicked off its general gifts drive aimed at alumni. The MSU Alumni Association had already contributed a \$32,000 check to begin the drive. The effort now commenced in the Twin Cities in November with gatherings that were,

appropriately, arranged by Dale Barlage and J. Bruce Jacobson. Gatherings of alumni continued in other Minnesota communities as well as in Phoenix, Arizona, where a large contingent of retired alumni now live. Each of these efforts resulted in sizeable additions to the campaign total. Beverly Makaruk, the Director of Development during the campaign, commented that graduates of the 1950s were particularly responsive to appeals, although every class gave generously. "Moorhead State alums are obviously very loyal," Makaruk concluded, noting how people often gave what they could and the total amounts added up.



*Dr. Dille announces the reaching of the \$1 million mark in the Centennial Campaign. Seated at the head table (left to right) are Charles Bohnet, Patrick Benedict, and C.W. "Connie" Andrews.*

Space does not permit a complete listing of alumni donors in this history, but three other alumni should be singled out. Ron Matthies, Lois Selberg, and Glen Ringstad each pledged through the deferred gift program, bequeathing their total assets, an estimated \$650,000, to the University. Of this, a large portion will be used to establish an endowed chair; for humanities; much of the rest will be for endowed minority scholarships. "Moorhead State has played a central role in each of our lives," said Lois Selberg. "We're just returning the favor."



*Charles Bohnet and Connie Andrews accept a \$32,000 contribution from the MSU Alumni Association.*

With these pledges, the Centennial Campaign approached the \$3 million mark.

## Special Centennial Events

By early 1987, when appeals to the MSU faculty and staff were added to the rest of the campaign, the ultimate success of the fund raiser was not in serious doubt. Some early difficulties in committee assignments and communications had been adjusted and overcome. The one million dollar achievement by the end of the first campaign year meant that the effort was on schedule.

In areas where donations fell short of expectations, the Foundation compensated with redoubled efforts in other sections. Lyle Johnson, the Foundation's treasurer, and Harley Sprenger, chairman of the Finance Committee, put in extra efforts for the campaign. The work of other Board members and volunteers in making presentations to community leaders was also impressive. Some members including Chuck Bohnet, Betty Feder, Connie Andrews, and Dr. Dille, made over a dozen visits each in the early weeks of the campaign. These efforts resulted in early Leadership gifts that set the basis for the entire campaign.

Chuck Bohnet pointed out in his reflections of the campaign that "raising the money is only part of the job" of the Foundation. Public relations constituted another major part of the work. The campaign had been held to coincide with the University's Centennial Celebration. It was only fitting that the Foundation also devoted time and energy to preparing a special event to commemorate this anniversary.

In 1986, the new Foundation president Pat Benedict named a special Centennial Celebration Committee. Chaired by Betty Feder and Fran Benedict, the committee began planning a special event for the Centennial. They wanted to find a major performer for a public event that would, in Feder's words, "bring to the campus hundreds of people who had never set foot on MSU."

The committee considered a variety of possibilities before agreeing to book for the fall of 1987 a special touring performance of "The Great Gershwin Concert." The concert, a national tour to mark the 50th anniversary of the death of the American composer, featured not one but three big performers: Mel Tormé, Leslie Uggams, and Peter Nero. Tormé was the producer of the concert, which would be seen only in a selected number of cities across the nation. The concert was sponsored by the Foundation and a number of special patrons "as a birthday gift to the University."

The Gershwin Concert was held at the Nemzek Fieldhouse on November 16, 1987, as part of the finale of the University's Centennial Celebration. It was attended by several thousand people. For many of these it was indeed their first visit to MSU, and the public relations gain of the event was priceless. Marvin Koepflin, one of the members of the Centennial Committee, credits Mrs. Feder for an "outstanding" effort in making this concert possible.

The Centennial Celebration Committee also decided that now was an appropriate time to prepare a history of the Foundation. To this end, records were gathered together and past Foundation presidents were interviewed by the MSU Archivist, Terry Shoptaugh, who has written this history.

A second major event that the Foundation took part in during this period was the dedication of the Science Center, now officially named the Barlage Center for Science after its patron. The main speaker at the dedication exercises in October, 1987, was astronaut Wally Schirra, who commented

that "the environment of Minnesota and the study of science at the Barlage Center are a perfect pair." Schirra subsequently agreed to become the honorary chairman of the Center.



*Dr. Dille dedicates the Barlage Center for Science, October, 1987. Seated to his left are Dale Barlage and astronaut Wally Schirra.*

With the support of State Senator Keith Langseth, the Minnesota Legislature also appropriated funds for the Center, to construct a special science building on the property. This would never have happened if the Foundation had not acted to obtain the property a decade earlier, and if Gerry Haukebo and many others had not worked to create the concept of the Center.

MEL TORMÉ ★ LESLIE UGGAMS ★ PETER NERO ★  
★ in ★  
THE GREAT GERSHWIN CONCERT  
with  
★ The Festival Concert Orchestra  
A George Gershwin Golden Anniversary Event Conceived and Written by Mel Tormé

*Gershwin Concert Poster.*

In order to transfer title of the building site to the University (i.e. the State of Minnesota) for the coming construction, the Foundation now found it necessary to settle the matter of the golf course. Between 1982 and 1987, the Foundation had continued to operate the golf course at Ponderosa, primarily

as a public service. In every one of these years, the Foundation lost money — a good deal of it — in operating the course. In 1987, the Foundation decided to stop supporting a golf course at Ponderosa, because the course was “inhibiting” the further success of science education at the site. In a statement to the press, current Foundation president Betty Feder stressed that the “needs of the science center are the only issues governing our decision.”

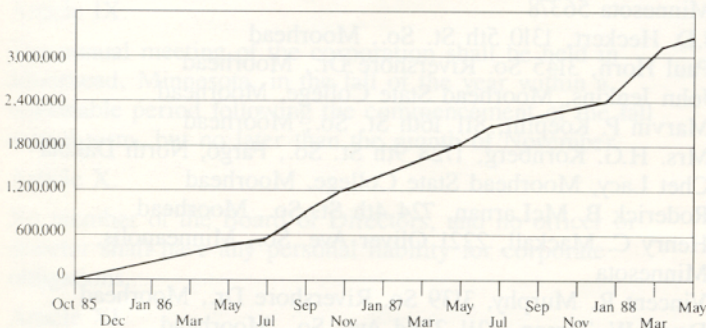
At the time of writing, part of the course has been leased on a temporary basis to a private citizens group, but its continued existence is doubtful. Dr. Dille has reaffirmed that “the responsibility of a university is education, not golf.”

A third campaign related accomplishment was the purchase of the Centennial House in the summer of 1987. The Foundation bought the house, which is situated across from the main gate of the campus, to permit the University to expand into a new area of activity. The house has been renovated for use as a restaurant lab by the Hotel Management Program at MSU. This will serve literally as a classroom for the students of the program. In addition to the restaurant, Centennial House will also contain special suites for use by guests of the University.

## Mission Accomplished — And Extended

There was no single, dramatic moment when the Centennial Campaign went over the target goal of \$3,179,000. No one great donation came in suddenly to mark this triumph. Instead, the campaign simply went on as planned, with donations being received from businesses and alumni, faculty and friends, in small amounts and large, while the total continued to climb. The three million dollar mark was reached in the early spring of 1988. Then, late in May, the Steering Committee was informed that “as of May 24, 1988, the campaign total was \$3,183,499.19.” They quietly acknowledged the fact, agreed to continue the campaign until the fall, and went back to work on future plans.

Centennial Bi-Monthly Totals



She sees the conclusion of the Centennial Campaign as a “watershed” moment for the Foundation, an event through which the quality of MSU has been made manifest to thousands of new friends for the school. This is ultimately as important as the money gained from the campaign.



The final meeting of the Centennial Steering Committee.

Mrs. Feder wants the Foundation to retain their strengthened ties with the many new supporters. She hopes to see a day when Foundation Board members come from several parts of the nation, perhaps even from overseas. She and Dr. Dille see in the Science Center concept the future destiny of “science literacy” among tomorrow’s students. They also look toward renewed efforts for minority education at the school, toward expansion of the arts program, toward programs for regional history, small businesses, and other elements.

In short, they look to *people*, not things, as the proper beneficiaries of the Foundation. This is the way it has always been with the Moorhead State University Foundation. The first of its kind in the state of Minnesota, the Foundation has been working to make life better for people since 1969, and will continue to do so for many decades to come.

Students who have yet to set foot on Moorhead State’s campus will benefit from its activities, as will people in the Fargo-Moorhead community and surrounding areas who have no children at all to send to college. And, as young people take the ideas and inspirations made possible through Foundation dollars into a national marketplace, the contributions for this group of dedicated volunteers will continue to grow.

That is as it should be. The Foundation’s legacy is really just beginning.

Similarly, the Foundation’s most recent fund raising effort is another investment that will serve both University and community. Since 1988 marks the 25th anniversary of the Straw Hat Players, the Foundation is sponsoring a mini-campaign to raise funds for endowed Straw Hat scholarships in honor of Dr. Del Hansen. This effort has been supervised by Denis Olson, current chair of the Foundation’s Development Council.

“The capital campaign is a new beginning, not an ending,” Betty Feder noted. “It’s always what is done next that counts.”



Foundation Executive Committee 1987-88

## Appendix

### Articles of Incorporation

We, the undersigned, for the purpose of forming a nonprofit corporation pursuant to the provision of Chapter 550. Laws of Minnesota for 1951, and acts amendatory thereof and supplemental thereto, do hereby associate ourselves as a body corporate and do hereby adopt the following Articles of Incorporation.

#### Article I.

The name of this corporation shall be  
**Moorhead State College Foundation, Inc..**

#### Article II.

The general purpose and plan of operation of this corporation shall be to receive monies and other property, both real and personal, by grant, gift, devise, bequest, or otherwise, and to hold, invest, and expend the same, consistently with existing laws, for the benefit of Moorhead State College of Moorhead, Minnesota, and the students of the College, and the advancement of scientific, literary, and educational knowledge; to engage in research and to accept, receive, and administer grants and gifts for that purpose; to receive, hold, mortgage, pledge, or dispose of shares, bonds, securities, or other evidences of indebtedness of any domestic or foreign corporation, either public or private; to take, receive, and hold real and personal property, including the principal and interest of any money or other fund that is given, conveyed, bequested, devised or otherwise vested in the corporation in trust; all for uses consistent with the purposes herein set forth; to operate student loan funds, including the making of educational loans to deserving and worthy students of said College; to receive, invest, administer, and expend endowments established for the advancement of education for the benefit of said College or its student or teaching staff; and to endeavor by all lawful means to improve the educational facilities of Moorhead State College and to extend the benefits of such facilities; to encourage scholarship, to participate in and encourage all endeavors to advance the cause of education at said College, to assist in developing and increasing the opportunities for students at said College primarily in the areas other than those in which the State of Minnesota ordinarily makes appropriations and to do all acts which said Foundation shall deem to be in the interest of said College and all things necessary or incident to the foregoing powers and authority.

The purposes and power specified in this Article are not intended to be and shall not be held to be in limitation of the powers now or hereafter granted to non-profit corporations under the laws of the State of Minnesota, but are intended and shall be held to be in furtherance thereof.

No substantial part of the activities of this corporation shall consist of carrying on propaganda, or otherwise attempting to influencing legislation; nor shall the corporation in any manner or to any extent participate in, or intervene in, any political campaign on behalf of any candidate for public office.

#### Article III.

This corporation shall have no capital stock and shall be operated without profit. This corporation shall not afford pecuniary gain, incidentally or otherwise, to its members, directors, or officers, and the corporation shall pay no dividends or other pecuniary remuneration, directly or indirectly, to its officers, directors, or members as such, except

as reasonable compensation for services as determined by the Board of Directors or reimbursement of expenditures actually made or rendered to or for this Corporation by officers or staff, such as the executive vice-president of the corporation who shall also be the general manager of the corporation; neither the whole nor any part or portion of the assets or net earnings, current or accumulated, of this Corporation shall ever be distributed to or divided among any such person; provided, further, that neither the whole nor any part or portion of such assets or net earnings shall ever be used for, accrue to, or inure to the benefit of any member or private individual within the meaning of section 501 (c) (3) of the Internal Revenue Code.

The Corporation shall distribute such part of the current income or past accumulation of income as is necessary to avoid unreasonable accumulation of income within the meaning of section 504 of the Internal Revenue Code and in accordance with the purpose and plan of operation of this corporation as set forth in Article II of these Articles of Incorporation and as recommended by the President of Moorhead State College in meeting the needs of the College.

#### Article IV.

The period of duration of the corporate existence of this corporation shall be perpetual.

#### Article V.

The location of the registered office of this corporation shall be in the city of Moorhead, in Clay County, Minnesota.

#### Article VI.

The names and addresses of the incorporators of this corporation are as follows:

Chris N. Christu, M.D., 1509 15th Ave. So., Moorhead  
Mrs. Frances Frazier Comstock, 2006 9th St. So., Moorhead  
Roland Dille, President, Moorhead State College, Moorhead  
James L. Durham, 2014 14th St. So., Moorhead  
Clarence Glasrud, Moorhead State College, Moorhead  
J.C. Grant, M.D., 633 Country Club Rd., Sauk Centre, Minnesota 56378

J.D. Heckert, 1310 5th St. So., Moorhead  
Paul Horn, 3145 So. Rivershore Dr., Moorhead  
John Jenkins, Moorhead State College, Moorhead  
Marvin P. Koeplin, 811 16th St. So., Moorhead  
Mrs. H.G. Kornberg, 1728 9th St. So., Fargo, North Dakota  
Chet Lacy, Moorhead State College, Moorhead  
Roderick B. McLarnan, 724 4th St. So., Moorhead  
Henry C. Mackall, 2221 Oliver Ave. So., Minneapolis, Minnesota  
Vincent R. Murphy, 3139 So. Rivershore Dr., Moorhead  
David W. Torson, 1211 22nd Ave. So., Moorhead

#### Article VII.

The first Board of Directors shall consist of all of the above named incorporators and shall all hold office for one (1) year.

#### Article VIII.

The government of this corporation shall be vested in its Board of Directors.

The first Board of Directors shall consist of 12 or more original incorporators of the Foundation, who shall elect their own officers upon the occasion of incorporating the Foundation and shall hold office until the first annual meeting and until their successors are elected.

There shall be at least six officers of this corporation who shall be members of an Executive Committee; a president, two vice presidents, an executive vice president, a secretary and a treasurer. The president shall be elected at the annual meeting for a term of two years. The first vice president and the second vice president shall be elected at alternate annual meetings for a term of two years except for the first annual meeting when one shall be elected for a term of one year and the other elected for a term of two years. They shall be charged with duties defined by the president. The executive vice president and the chief development officer of the College, who shall be one and the same person, as approved by the President of the College, shall be charged with the general management of the affairs of the corporation under the authority of the Board of Directors. The treasurer, who shall also be the Dean of Administrative Affairs of the College, or such administrative staff member from the College as the President of the College may designate, shall be appointed by the Board of Directors for a term of one year. The President of the College, or, if there be no person of that title, the chief administrative officer of the College, who shall be a permanent member of the Board of Directors, shall also be a permanent member of the Executive Committee either in the capacity of a director or as an elected officer of the corporation. No expenditure of funds of the corporation shall be made by the treasurer without the approval of the executive vice president of this corporation and the President of the College.

The Board of Directors of this corporation shall consist of six aforementioned administrative officers and eighteen directors elected at the annual meeting for a term of three years, but in such manner that one third of the directors are elected each year.

Such other officers, agents, and committees as may be necessary, shall be appointed by the Board of Directors for such terms as the Board may determine, upon the recommendation of the President of Moorhead State College.

Any vacancy in the Board of Directors shall be filled by the remaining members.

#### Article IX.

The annual meeting of the corporation shall be held in Moorhead, Minnesota, in the fall of the year within a reasonable period following the commencement of the fall school term, but no later than the month of November.

#### Article X.

No member of the Board of Directors, and no officer or director shall have any personal liability for corporate obligations.

#### Article XI.

Authority to make, adopt, and alter the By-Laws of this corporation is vested in the Board of Directors.

These Articles of Incorporation may be amended by two-thirds vote of the Board of Directors, but no amendment shall substantially change the original purpose of the corporation.

#### Article XII.

In the event of dissolution of this corporation, the assets of the corporation, after payment and discharge of its debts and obligations, shall be transferred to the State of Minnesota, subject, however to the uses and trusts imposed thereon by the donors thereof.

**In Witness Whereof**, We, the incorporators of Moorhead State College Foundation, Inc., have hereunto set our hands this 19th day of December, 1969.

Charter Members who signed the articles:

Roderick B. McLarnan  
Jo Krahn  
Chris N. Christu  
Mrs. Frances Frazier Comstock  
Roland Dille  
James L. Durham  
Clarence Glasrud  
J.D. Heckert  
Paul Horn  
John Jenkins  
Marvin P. Koeplin  
Mrs. H.G. Kornberg  
Chet Lacy  
Vincent R. Murphy  
David W. Torson  
J.C. Grant  
Henry C. Mackall

**Note:** The Articles of Incorporation were drafted by Roderick McLarnan, a Moorhead attorney and one of the charter members.

## Appendix

### By-Laws

#### Article I Name, Purpose and Powers

##### Section 1: Name

The name of this non-profit corporation shall be **Moorhead State University Foundation, Inc.** It may be referred to in these by-laws as "The Foundation" or "The Corporation."

##### Section 2: Purpose

The general purpose and plan of operation of this corporation shall be to receive monies and other property, both real and personal, by grant, gift, devise, bequest, or otherwise, and to hold, invest, and expend the same, consistently with existing laws, for the benefit of Moorhead State University of Moorhead, Minnesota, and the students of the College, and the advancement of scientific, literary, and educational knowledge; to engage in research and to accept, receive, and administer grants and gifts for that purpose; to receive hold, mortgage, pledge, or dispose of shares, bonds, securities, or other evidences of indebtedness of any domestic or foreign corporation, either public or private; to take, receive, and hold real and personal property, including the principal and interest of any money or other fund that is given, conveyed, bequeathed, devised to or otherwise vested in the corporation in trust; all for uses consistent with the purpose herein set forth; to operate student loan funds, including the making of educational loans to deserving and worthy students of said College; to receive, invest, administer, and expend endowments established for the advancement of education for the benefit of said College or its students or teaching staff; and to endeavor by all lawful means to improve the educational facilities of Moorhead State University and to extend the benefits of such facilities; to encourage scholarship, to participate in and encourage all endeavors to advance the cause of education at said College, to assist in developing and increasing the opportunities for students at said College primarily in the areas

other than those in which the State of Minnesota ordinarily makes appropriations and to do all acts which said Foundation shall deem to be in the interest of said College and all things necessary or incident to the foregoing powers and authority.

The purposes and power specified in this Article are not intended to be and shall not be held to be in limitation of the powers now or hereafter granted to non-profit corporations under the laws of the State of Minnesota, but are intended and shall be held to be in furtherance thereof.

No substantial part of the activities of this corporation shall consist of carrying on propaganda, or otherwise attempting to influence legislation; nor shall the corporation in any manner or to any extent participate in, or intervene in, any political campaign on behalf of any candidate for public office.

#### Section 3: Powers

The Foundation will have all the powers of a non-profit corporation as described in the Laws of the State of Minnesota.

### **Article II** Principal Office and Registered Office and Agent

#### Section 1: Principal Office

The principal office for the transaction of business for the Foundation is the office of the Foundation Executive Vice President located at Moorhead State University, Moorhead, Minnesota.

#### Section 2: Registered Office and Agent

The address of the registered office of the Foundation is 1107 9th Avenue South, Moorhead, Minnesota. The registered agent is the Executive Vice President of the Moorhead State University Foundation.

#### Section 3: Change of Registered Office or Agent

The Foundation may change its registered office or change its registered agent pursuant to the laws of the State of Minnesota.

### **Article III** Board of Directors

#### Section 1: Number & Term

The affairs of the Moorhead State University Foundation, Inc. shall be managed by a Board of Directors subject only to the limitations and exceptions provided for in the Articles of Incorporation and its By-Laws. The Board of Directors shall consist of not more than thirty-six (36) elected persons and the President of Moorhead State University. The President of the MSU Alumni Association and the Executive Vice President of the Foundation shall serve their respective terms as ex-officio non-voting members.

#### Section 2: Election of Directors and Terms

The election for members of the Board of Directors shall be held at the annual meeting of the Corporation. Directors shall be elected in classes of nine members each, to serve for a period of four years and may be re-elected.

#### Section 3: Life Members

At least sixty days prior to each annual meeting, the Executive Vice President shall contact each Director whose term is expiring to determine whether the Director wishes to be considered for re-election or to be retired from regular membership on the Board.

Directors choosing not to be re-elected to regular terms will have their names entered on the records as "Life Members." Life Members are non-voting Board members and shall

generally be invited to attend and participate in meetings of the Board of Directors, may serve on committees when appointed, and are encouraged to submit names of potential directors for consideration by the Nominating Committee.

#### Section 4: Meetings

The Board of Directors of the Foundation shall meet quarterly, with an Annual Meeting to be held during the month of October. Notice of each meeting must be given to each Director by mailed notice to the last known post office address at least seven (7) days in advance of the meeting. Such notice may be waived, however, either before or after the meeting in question. Attendance of a Director at any meeting shall constitute a waiver of notice of such meeting except where the Director attends a meeting for the express purpose of objecting to the transaction of any business because the meeting is not lawfully called or convened. Neither the business to be transacted, nor the purpose of, any regular or special meeting of the Board of Directors need be specified in the waiver of notice at such meeting.

Special meetings may be held at any time at the call by the President or at least ten Directors provided notice of such meeting is given seven days in advance and the purpose there in stated.

#### Section 5: Quorum

Twelve voting directors shall constitute a quorum who shall be authorized to transact the business of the Foundation at its business meetings. If a quorum is present when a duly called or held meeting is convened, the members may continue to transact business until adjournment, even though the withdrawal of a number of members originally present leaves less than the number required for a quorum.

In case of necessity, as declared by the President of the Foundation, questions may be decided by vote taken by mail, provided specific statements of such questions shall have been submitted to the Directors for their consideration and decision. Replies from fifty percent of the Board of Directors constitute a quorum.

Directors unable to attend a regularly called meeting of the Board of Directors may designate in writing that any other Director may vote for them by Proxy. Such written instructions must be received by the Executive Vice President of the Foundation prior to the scheduled meeting.

### **Article IV** Officers

#### Section 1: Election

The Officers of the Foundation shall be President, First Vice President, a Second Vice President, Secretary and Treasurer. They shall be nominated and elected at the annual meeting, take office at the conclusion of the annual meeting, and shall serve for a period of one year. Officers may be re-elected.

#### Section 2: Immediate Past President

The Immediate Past President serves as an executive committee member and with the President and Executive Vice President is responsible for the orientation of new board members. The Immediate Past President is responsible for the call of the nominating committee, and shall chair the committee.

#### Section 3: President

The President shall preside at the meetings of the Board of Directors and the Executive Committee and perform all duties incident to the office. The President shall, subject to the

provisions of these by-laws, appoint all committee Chairmen and, in consultation with the chairmen, all committee members. The President shall also be an ex-officio member of all committees.

#### Section 4: First Vice President

The First Vice President of the Foundation shall possess all the powers and may perform the duties of the President in his/her absence or disability. He/she shall serve on the Budget and Finance Committee.

#### Section 5: Second Vice President

The Second Vice President shall act in the absence of both the President and the First Vice President and shall serve as chairman of the Long Range Planning Committee.

#### Section 6: Secretary

The Secretary of the Foundation shall approve all permanent records of action taken at the meetings of the Executive Committee and Foundation Board. The minutes of the meetings may be taken by the Executive Vice President or his designated staff and reviewed by the Secretary.

#### Section 7: Treasurer

The Treasurer of the Foundation shall be responsible for the proper receipt and disbursement of funds for the corporation. He shall be responsible for the review of the audit with the Budget and Finance Committee and the Executive Committee prior to its presentation to the Board of Directors.

#### Section 8: Executive Vice President of the Foundation

The Executive Vice President shall be the Chief Administrative Officer of the Foundation, subject to the direction of the Executive Committee. It shall be the duties of the Executive Vice President to conduct the official correspondence, preserve all books, documents and communications, keep books of account and maintain an accurate record of the proceedings of the Foundation, and to allow such books or records to be inspected by any director for any proper purpose at any reasonable time. The Executive Vice President shall be responsible for all other duties incident to this office at the direction of the Board of Directors and the Executive Committee.

#### Section 9: Vacancies

The Board of Directors shall have the power to fill all vacancies in any office for the duration of the term.

### Article V Committees

#### Section 1: Miscellaneous

Standing committee appointments are for a period of one (1) year. Committees should designate a committee secretary and maintain accurate and complete records of committee activities. Committees are also charged with developing a mission statement and reviewing it annually, and with developing general annual plan for committee activity.

Ad Hoc committees may be appointed by either the Foundation President or the Executive Committee whenever necessary.

#### Section 2: Executive Committee

The Executive Committee shall be comprised of the President, Immediate Past President, 1st Vice President, 2nd Vice President, Treasurer, Secretary, and three at-large members. The President of the University and the Chairman of the Development Council shall serve as ex-officio (voting)

members of this committee. The Foundation Executive Vice President and President of the Alumni Association shall be ex-officio (non-voting) members.

The Executive Committee shall meet regularly and shall have the authority to act on behalf of the Full Board between Full Board meetings. Five voting members shall constitute a quorum. The Executive Committee may not over-rule policies of the Board.

#### Section 3: Nominating Committee

The chairman of this committee shall be the Immediate Past President of the Foundation. This committee shall comprise of four board members plus the chairman. The President of the University and the Executive Vice President shall be ex-officio members of this committee.

This committee shall make such nominations as are necessary inclusive of directors to the board, officers of the board and directors to serve on the Executive Committee.

#### Section 4: Public Relations & Donor Recognition Committee

This committee shall be chaired by a Board member and shall serve as an advisory group to enhance the image of the University in the community at large. It shall also recommend to the board, proper recognition of donors to the University/Foundation, as the events warrant. This committee shall keep a policy book on the workings of the committee so that it can be handed down from year to year to each succeeding chairman.

#### Section 5: Finance & Budget Committee

The Treasurer of the Foundation shall serve as chairman of this committee. The 1st Vice President shall be a member of this committee plus two other board members appointed by the President of the Foundation. The Executive Vice President shall be an ex-officio member of this committee.

The Finance Committee shall meet regularly and shall supervise the fiscal operations of the Foundation. This committee shall also prepare a budget for review and approval by the Board before the end of the fiscal year. The investments of the Foundation shall also fall under the supervision of this committee.

#### Section 6: Long Range Planning Committee

The Second Vice President shall serve as chairman of this committee. The President of the University and the Executive Vice President may serve as ex-officio members of this committee.

Other members shall be appointed by the President of the Foundation from the list of board members.

This committee shall have the responsibility to explore, develop and review long range plans/projects that come to its attention.

#### Section 7: Centennial House Committee

This committee is a joint University and Foundation Committee. We shall have on this committee no less than two members of the Foundation's Board.

#### Section 8: Barlage Science Center Advisory Board

This is a combined University and Foundation Committee. The Board members that serve on this committee are appointed by the Foundation President.

#### Section 9: Barlage Science Center Volunteer Committee



This committee is chaired by a Board member and has representation from the community at large. Board members are appointed by the President and community members may be appointed by the chairman of the committee.

#### Section 10: Development Council

This committee of 15 to 24 members shall undertake programs to create community awareness of campus facilities, events, and resources; support fund raising programs and identify leadership for the Annual Fund Drive. The chairman of this committee shall sit as an ex-officio member of the Executive Committee. The members of this committee shall include Board members as well as members from the community at large. The chairman, as well as Board members to this committee, shall be appointed by the Foundation President. Community members may be appointed by the chairman of the committee.

#### Section 11: Dragon Open Committee

This committee is a combined committee of Board members and non-Board members. Board members are appointed to this committee by the Foundation President. Non-board members are chosen by the committee itself. The committee also chooses its own chair, at the conclusion of the Dragon Open.

#### Section 12: Planned Giving Committee

The chairman of this committee is appointed by the President, as are Board members on the committee. This committee may have non-board members serving on it who are chosen by the committee itself.

### Article VI Finances

#### Section 1: Fiscal Year

The fiscal year of the Foundation shall begin July 1 of each year and end on June 30.

#### Section 2: Audit

The Executive Committee shall annually appoint a certified public accounting firm to audit the financial records of the Foundation.

#### Section 3: Budget

The Budget and Finance Committee shall submit a budget of income and expenditures to the Executive Committee of the Board of Directors two months prior to the end of the fiscal year and when subsequently accepted by the Board, with or without modification, the budget shall be the expenditure measure of the Foundation. All recommendations for expenditures outside the budget shall be submitted to the Executive Committee through the Budget and Finance Committee.

#### Section 4: Disbursements

Disbursements shall be made only in accordance with policies adopted by the Executive Committee.

#### Section 5: Loans

No loans shall be made by the Foundation to its directors, officers or employees.

#### Section 6: Compensation

The Foundation's officers and employees shall be entitled to be reimbursed for the necessary expenses incurred in the performance of their duties. Specific policies regarding reimbursement shall be established and reviewed by the Executive Committee.

#### Section 7: Bonds

The Foundation's officers and employees shall provide such bonds as the Executive Committee may require. The expenses of the bonds shall be paid by the Foundation.

### Article VII General Provisions

#### Section 1: Delegation of Authority

To the extent allowed by Minnesota Law on a particular matter, authority may be delegated by a resolution adopted by a majority of the directors then in office, to the Executive Committee, a Standing Committee of any specially designated committee which consists of two or more directors.

#### Section 2: Removal of Officers

Any officer of the Foundation (including a director), whether elected or appointed, may be removed by the persons authorized to elect or appoint such officer whenever in their judgement the best interest of the Foundation will be served thereby.

#### Section 3: Rules of Procedures

The rules contained in the latest revision of Robert's Rules of Order shall govern all meetings of the Board of Directors and Executive Committee, except to the extent that the same may conflict with these by-laws.

#### Section 4: Amendment to By-Laws

Amendments to the By-Laws can be made by the Board of Directors. Proposed amendments must be mailed to each member of the Board at least seven days prior to any vote. A two thirds vote of the Board is necessary for adoption of any amendment.

#### Section 5: Dissolution

The Moorhead State University Foundation, Inc. shall use its funds only to accomplish the objectives and purposes specified in these by-laws, and no part of said fund shall inure, or be distributed to the members of the Foundation. In the event of the dissolution of this corporation, the assets of the corporation, after payment and discharge of its debts and obligations, shall be transferred to the State of Minnesota, subject, however, to the uses and trusts imposed thereon by the donors thereof.

## MSU Foundation Officers & Directors—Years Served

Kermit Alveshere	78-79	Director	Pern Canton	73-74	Treasurer					
	79-80	Director		74-75	2nd Vice President					
	80-81	Treasurer		75-76	President					
	William R. Amundson	81-82	Treasurer	Timothy Choy (Dr.)	79-80	Director				
		82-83	2nd Vice President		80-81	Director				
		83-84	President		81-82	Director				
		C. W. "Connie" Andrews	84-85	Immediate Past President	Chris N. Christu, M.D.	70-71	Director			
85-86			Immediate Past President	71-72		Director				
Randall Bakken			71-72	Director		72-73	Director			
			72-73	Director		Mrs. Frances Frazier Comstock	70-71	Director		
	73-74	2nd Vice President	73-74	Director						
	74-75	1st Vice President	74-75	Director						
Dale Barlage	85-86	Director	75-76	Director						
	86-87	2nd Vice President	76-77	Director						
	87-88	1st Vice President	77-78	Director						
	Edwin C. Benedict	82-83	Director	78-79	Director					
83-84		Secretary	79-80	Director						
84-85		Secretary	80-81	Director						
85-86		Secretary	James L. Durham (deceased)	70-71	Director					
Patrick Benedict	82-83	Director		71-72	Director					
	83-84	Director		72-73	Director					
	84-85	2nd Vice President		Donald Eckmann	87-88	Director				
	85-86	1st Vice President	78-79		Director					
86-87	President	79-80	Director							
87-88	Immediate Past President	80-81	Director							
Kenneth Benson	77-78	Treasurer	Richard G. Elken	70-71	Director					
	78-79	2nd Vice President		71-72	Director					
	79-80	1st Vice President		72-73	Director					
	80-81	President		Betty Feder	83-84	Director				
	81-82	President			84-85	Treasurer				
	82-83	Immediate Past President			85-86	2nd Vice President				
	Charles Bohnet	80-81			Director	86-87	1st Vice President			
81-82		Director	87-88	President						
82-83		Secretary	Paul Feder	71-72	Director					
83-84		1st Vice President		72-73	Director					
84-85		President		73-74	Director					
85-86		President		74-75	Director					
86-87		Immediate Past President		75-76	Director					
87-88	Director	76-77		Director						
David Butler	83-84	Director		77-78	Director					
	84-85	Director	78-79	Director						
	85-86	Director	79-80	Director						
	86-87	Director	80-81	Director						
	87-88	Director	81-82	Director						
	Senator Francis J. Butler (deceased)	70-71	Director	82-83	Director					
71-72		Director	83-84	Director						
William B. Dosland	James L. Durham (deceased)	Donald Eckmann	H. "Hod" Eklund (deceased)	Richard G. Elken	Betty Feder					
						Paul Feder				
							William Ferguson			
								Kenneth Fladgard		
									William Ferguson	
										Kenneth Fladgard
Kenneth Fladgard										

M. O. Foss, Jr.	70-71	Director	Dr. John Jenkins	70-71	Treasurer
	71-72	Director		71-72	Treasurer
	72-73	Director		72-73	Treasurer
	73-74	Director		77-78	Director
	74-75	Director		78-79	Director
	75-76	Director		79-80	Director
	76-77	Director	Douglas M. Johnson	76-77	Director
	77-78	Director		77-78	Director
	78-79	Director		78-79	Director
James Garrity	75-76	Director	Lyle G. Johnson	80-81	Director
	76-77	Director		81-82	Director
	77-78	Director		82-83	Director
	78-79	Treasurer		83-84	Director
	79-80	2nd Vice President		84-85	Director
	80-81	1st Vice President		85-86	Treasurer
	81-82	1st Vice President		86-87	Treasurer
	82-83	President		87-88	Treasurer
	83-84	Immediate Past President	William Jordan	75-76	Director
Harriet Geib	76-77	Director		76-77	Director
	77-78	Director		77-78	Director
	78-79	Director		78-79	Director
	79-80	Secretary		79-80	Director
R. S. "Dick" Gilderhus	70-71	Director		80-81	Director
	71-72	Director		81-82	Director
	72-73	2nd Vice President	Jacob F. Kiefer, Sr.	70-71	Director
	73-74	1st Vice President		71-72	Director
	74-75	President		72-73	Director
Clarence Glasrud (Dr.)	70-71	Director	David Koentopf	81-82	Director
	71-72	Director		82-83	Treasurer
	72-73	Director		83-84	2nd Vice President
	73-74	Director		84-85	1st Vice President
	74-75	Director	Marvin P. Koeplin	70-71	1st Vice President
	80-81	Director		71-72	President
	81-82	Director		72-73	President
	82-83	Director		73-74	Director
Dr. John C. Grant, M.D. (deceased)	70-71	Director		74-75	Director
	71-72	Director		75-76	Director
Paul Grinnell	83-84	Director		76-77	Director
	84-85	Director		77-78	Director
	85-86	Director		78-79	Director
	86-87	Director		79-80	Director
	87-88	Director	Clara Cupler Kornberg (deceased)	70-71	Secretary
J. D. Heckert (deceased)	70-71	Director		71-72	Secretary
	71-72	Director		72-73	Secretary
				73-74	Secretary
				74-75	Secretary
Maynard Helmeke (deceased)	82-83	Director		75-76	Director
				76-77	Director
Gerald Hendricks	86-87	Director		77-78	Director
	87-88	Director	Richard A. Krabbenhoft	86-87	Director
				87-88	Director
Grant Herreid	78-79	Director	Chet Lacy	70-71	Executive Vice President
	79-80	Director		71-72	Executive Vice President
	80-81	Director		72-73	Executive Vice President
Paul Horn (deceased)	70-71	Director	Ron Leiseth	78-79	Director
	71-72	2nd Vice President		79-80	Director
	72-73	Director		80-81	Director
	73-74	Director		81-82	Director
	74-75	Director		82-83	Director
	75-76	Director		83-84	Director
	76-77	Director			

Beatrice Lewis	74-75	Director	Dick Perry	81-82	2nd Vice President
	75-76	Secretary		82-83	1st Vice President
	76-77	Secretary	Robert Phillips	86-87	Director
	77-78	Secretary		87-88	Director
	78-79	Secretary	Neil Qualey	83-84	Director
Jane Lundberg	87-88	Director		84-85	Director
Henry C. Mackall (deceased)	70-71	Director		85-86	Director
	71-72	Director		86-87	Director
	72-73	Director		87-88	Director
	73-74	Director	Robert Roel	84-85	Director
	74-75	Director		85-86	Director
William Marcil	71-72	Director		86-87	Director
	72-73	Director		87-88	Director
	73-74	Director	John Rowell	80-81	Director
	74-75	Director		81-82	Director
	75-76	Director		82-83	Director
	76-77	Director	Robert Scheel	83-84	Director
Roderick McLarnan	70-71	Director		84-85	Director
	71-72	Director	Sandee Scheel	85-86	Director
	72-73	Director		86-87	Director
	73-74	Director		87-88	Director
	74-75	Director	Hugh Schoephoerster	87-88	Director
	77-78	Director	Hazel Scott (Dr.)	82-83	Director
	78-79	Director		83-84	Director
	79-80	Director		84-85	Director
	80-81	Director	Lois Selberg	84-85	Director
	81-82	Director		85-86	Director
	82-83	Director	Charles Shamel	81-82	Director
John Meyer	79-80	Director		82-83	Director
	80-81	Director		83-84	Director
	81-82	Director		84-85	Director
Vincent Murphy	70-71	2nd Vice President		85-86	Director
	71-72	1st Vice President	Steve Skarphol	78-79	Director
	72-73	1st Vice President		79-80	Director
	73-74	President	Lloyd Smith	86-87	Director
	77-78	Director		87-88	Director
	78-79	Director	Harley Sprenger	83-84	Director
	79-80	Director		84-85	Director
Duane Niemi	84-85	Director		85-86	Director
Pat O'Connell	85-86	Director		86-87	Director
	86-87	Director		87-88	Secretary
	87-88	Director	Earl Stein	80-81	Secretary
Denis Olson	73-74	Director		81-82	Secretary
	74-75	Director		82-83	Director
	75-76	Director		83-84	Director
	76-77	Treasurer		84-85	Director
	77-78	2nd Vice President		85-86	Director
	78-79	1st Vice President		86-87	Director
	86-87	Development Council President		87-88	Director
	87-88	Development Council President	James Stenerson	83-84	Director
Donald Ommodt	75-76	Director		84-85	Director
	76-77	Director		85-86	Director
	77-78	Director		86-87	Director
James Pasch	72-73	Director		87-88	Director
	73-74	Director			
	74-75	Director			
	75-76	2nd Vice President			
	76-77	1st Vice President			

Robert Stenerson	73-74 Director	M. James Trask	70-71 Director
	74-75 Director	(deceased)	
	75-76 Treasurer	Dennis Troff	72-73 Director
	76-77 2nd Vice President		73-74 Director
	77-78 1st Vice President		74-75 Treasurer
	78-79 President		75-76 1st Vice President
	79-80 President		76-77 President
	80-81 Immediate Past President		77-78 President
	81-82 Immediate Past President		84-85 Director
	81-82 Immediate Past President		85-86 Director
James Swedback	85-86 Director		86-87 Director
	86-87 Director		87-88 Director
	87-88 Director	William Wallwork	82-83 Director
Betty Tallman (Mrs.)	79-80 Director		83-84 Director
	80-81 Director	Marlowe Wegner	75-76 Director
	81-82 Director		76-77 Director
Robert H. Tallman	70-71 Director		77-78 Director
	71-72 Director		83-84 Director
	72-73 Director	Evert Wiisanen	85-86 Director
	73-74 Director		86-87 Director
	74-75 Director		87-88 2nd Vice President
	75-76 Director	Clifford O. Wold	73-74 Director
	76-77 Director		74-75 Director
	77-78 Director		75-76 Director
	78-79 Director	Donald Wold	76-77 Director
Louis Thielen	75-76 Director		77-78 Director
	76-77 Director		78-79 Director
	77-78 Director	Marilyn Wold (Mrs.)	80-81 Director
	79-80 Director	Edward Zauner	81-82 Director
	80-81 Director		82-83 Director
	81-82 Director		
	82-83 Director		
	83-84 Director		
Phyllis Thysell (Mrs.)	80-81 Director		
	81-82 Director		
	82-83 Director		
	83-84 Director		
	84-85 Director		
	85-86 Director		
	86-87 Director		
Vance N. Thysell (deceased)	72-73 Director		
	73-74 Director		
	74-75 Director		
William Tiffany	79-80 Director		
	80-81 Director		
	81-82 Director		
Dave Torson	70-71 President		
	71-72 Director		
	72-73 Director		
	73-74 Director		
	74-75 Director		
	75-76 Director		
	76-77 Director		
	78-79 Director		
	79-80 Director		
	80-81 Director		



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## Past Foundation Presidents

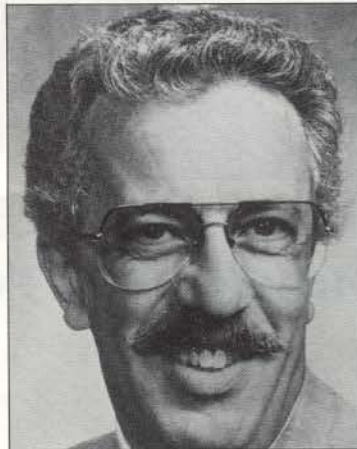


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## Past Foundation Presidents



Patrick Benedict, 1986-1987



Charles Bohnet, 1984-1986



Kermit Alveshere, 1983-84



James Garrity, 1982-83



Kenneth Benson, 1980-82



Robert Stenerson, 1978-80



Dennis Troff, 1976-78



Pern Canton, 1975-76



Dick Gilderhus, 1974-75



Vincent Murphy, 1973-74



Marvin Koeplin, 1971-73



Dave Torson, 1970-71